Yakama Nation

Comprehensive Economic Development Strategy (CEDS) 2026–2030

January 2026 – Draft for Public Review

CEDS Executive Summary

The Confederated Tribes and Bands of the Yakama Nation (Yakama Nation) has developed a Comprehensive Economic Development Strategy (CEDS) to foster and strengthen our Tribal economy. This five-year action strategy identifies how the Yakama Nation Tribal Government, Tribal enterprises, and Tribal Members will move towards our shared vision for economic stability, sustainability, and sovereignty for our people. The CEDS identifies our immediate goals and builds a framework that achieves them while promoting our values. This plan considers external economic impacts, choosing priorities that honor resiliency and perseverance. Ultimately, this plan reflects our determination to build a solid foundation for future generations of Yakama Tribal Members. This plan has brought us together to chart a path forward.

Vision: Together, we're building a strong, self-sustaining Yakama economy that honors our culture and our sovereignty—one that provides economic opportunity, supports communities, and prepares future generations to thrive.

Mission: Our mission is to build a unified path for Yakama's economic future by strengthening infrastructure, investing in our workforce, growing and diversifying Tribal enterprises, and ensuring strong financial systems that support long-term prosperity.

Yakama CEDS Goals for 2026 - 2030

Special thanks to all who developed the Yakama Nation 2026-2030 CEDS:

- Yakama Nation Tribal Members
- Yakama Nation General Council
- Yakama Nation Tribal Council
- Yakama Nation Overall Economic Development (OED) Committee
- Yakama Nation Economic Development Department
- Yakama Nation CEDS Committee
- Yakama Nation Enterprises and Departments
- Yakama Nation Community Survey Participants

This CEDS strategy includes the following components:

- ➤ Summary Background
- ➤ Strengths, Weaknesses, Opportunities & Threats (SWOT) Analysis
- ➤ Strategic Direction & Action Plan
- ➤ Evaluation Framework
- ➤ Economic Resilience
- ➤ Workforce Development
- ➤ Appendices

Prepared in partnership with:

- Blue Stone Strategy Partners

Invest in Our Infrastructure	• Roads, water, energy, broadband
Invest in our Communities	• Housing, healthcare, transportation, cultural preservation, natural resources
Invest in Yakama Enterprises	• Grow existing businesses and business-related capital projects
Support Tribal Member Prosperity	• Tribal Member financial planning and entrepreneurship, K-12 education, and training and certifications
Evaluate Governance Structure	• Business oversight, investment framework, and government policies
Pursue New Markets	• New business diversification and new markets for existing businesses

Table of Contents

Summary Background

2026- 2030 Yakama Nation CEDS Process

Purpose of the Yakama Nation CEDS

The Yakama Nation Comprehensive Economic Development Strategy (CEDS) is a five-year economic strategy that guides how the Nation will strengthen the Yakama economy, support Tribal Members, and advance sustained growth for current and future Yakama Members. The Yakama Nation Economic Development Department (EDD) received an Economic Development Administration (EDA) grant to develop the CEDS. This CEDS is intended to serve four functions:

> ➤ Identify and organize the Nation's economic priorities.
> ➤ Coordinate infrastructure, workforce, and business development planning across programs and enterprises.
> ➤ Strengthen competitiveness for funding opportunities.
> ➤ Operate as a living strategy that can be updated as needs, opportunities, and conditions change.

Planning Process Overview

The Yakama Nation's CEDS planning process was led by the Yakama Nation EDD, with oversight from the Tribal Council's Overall Economic Development (OED) Committee and guidance from a cross-department and enterprise Yakama Nation CEDS Committee. The process combined leadership and community input with Yakama-specific and secondary data analysis, and then prioritized actions with performance measures. Engagement included committee work sessions, briefings to Tribal leadership, and a CEDS Community Survey, which received 947 responses and a 9.9% participation rate among Yakama adult Tribal Members. For more details on the survey, see Appendix D. For more details on the CEDS process, participants, and inputs, see Appendix A.

Why This Planning Effort, and Why Now

Throughout the CEDS planning process, participants and leadership emphasized that prior planning efforts have not always translated into implementation due to barriers such as siloed governance, limited follow-through, and insufficient resources. The CEDS is intended to address these barriers by establishing shared priorities, clarifying ownership, and incorporating accountability mechanisms that support action over time.

Yakama Nation CEDS Committee Representation

- Overall Economic Development (OED) Committee
- Legends Casino Hotel
- Yakama Forest Products
- Yakama Nation Credit Enterprise
- Yakama Nation Cultural Heritage Center
- Yakama Nation Department of Natural Resources
- Yakama Nation Department of Revenue
- Yakama Nation Economic Development Department
- Yakama Nation Farms
- Yakama Nation Finance Office
- Yakama Nation Housing Authority
- Yakama Nation Land Enterprise & Yakama Nation Networks
- Yakama Nation Tribal Administration
- Yakama Nation Tribal Employment Rights Office
- Yakama Nation Zoning Administration
- Yakama Power
- Yakamart Inc.

Yakama Nation Overview[1]

Treaty of 1855

The Yakama Nation's sovereignty is grounded in the inherent rights reserved under the Treaty with the Yakamas (1855), which concluded at Camp Stevens in the Walla Walla Valley in 1855. The Treaty reserves the Yakama peoples' rights to fish on and off the Yakama Treaty Territory at usual and accustomed places; and to hunt, gather roots and berries, and pasture livestock on open and unclaimed lands. It also established the Yakama Reservation ("Reservation Boundary") for the exclusive use and benefit of the Yakama peoples and government-to-government commitments related to access, rights-of-way, education, and essential services.[2] [3] This CEDS includes actions that protect Treaty resources and uses, expand opportunity for Tribal Members, and strengthen long-term self-determination.

Present-Day Economic Structure

Governance Structure

Yakama Nation leadership includes the General Council and Tribal Council. The Yakama Nation's General Council, made up of enrolled adult Tribal Members, is the Nation's highest governing body and elects leadership to carry forward the will of the people. The Tribal Council is entrusted to transact business on behalf of the Nation and provide ongoing governmental leadership between General Council sessions.

Within the Nation's economic governance structure, the Tribal Council sets policy direction and establishes the legal and regulatory foundation for commerce through ordinances and commercial codes. Tribal Council committees oversee the Tribal enterprises, with most enterprises under the Overall Economic Development (OED) Committee; Roads, Irrigation, and Land (RIL) Committee; and the Loan Extension, Education, and Housing (LEEH) Committee.

Yakama Nation Quick Facts	
Headquarters	**Toppenish, WA**
Yakama Treaty Territory	**10.3 million acres** across central and southern Washington
Yakama Tribal Member Population	**10,440**
Current Key Enterprise Industries	**Gaming, Hospitality, Gas & Retail, Agriculture, Natural Resources,** and **Energy.**

Image: Yakama Treaty Territory *(Purple Line)* and Reservation Boundary *(Blue Line)*
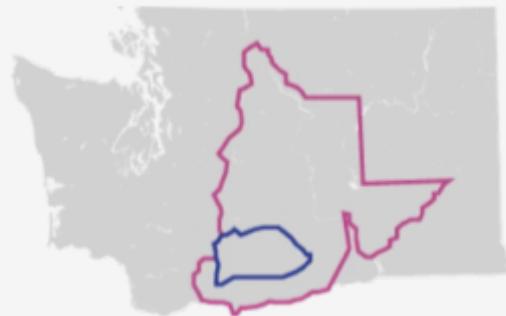
Source: Yakama Nation Farms

Image: Statue of Chief Kamiakin, Leader of the Yakama People

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[1] For detailed tables and charts related to the Summary Background, see Appendix B.

[2] United States. (1855). *Treaty with the Yakamas, June 9, 1855 (12 Stat. 951). United States Statutes at Large.* https://govtrackus.s3.amazonaws.com/legislink/pdf/stat/12/STATUTE-12-Pg951.pdf

[3] State of Washington, Governor's Office of Indian Affairs. (n.d.). *Treaty with the Yakama, 1855.*

Yakama Enterprises

Tribal enterprises operationalize those priorities through day-to-day management, business planning, and investment. This structure is intended to support enterprise growth while protecting Yakama sovereignty, Treaty responsibilities, and community benefit. The Yakama Nation's economy comprises a mix of Tribal enterprises, natural resource-based activities, service-sector, and visitor-oriented businesses.

Gaming, Hospitality, and Tourism	Retail and Travel Services	Agriculture and Natural Resources	Financial Services
Yakama Legends Casino Hotel: Flagship gaming and lodging destination serving as primary revenue driver.	**Yakamart:** Tribally owned retail and fuel services for residents and travelers.	**Yakama Forest Products:** Tribally owned sawmill producing lumber and wood products. **Yakama Nation Farms:** Tribally owned produce farm.	**Yakama Nation Credit Enterprise:** Tribally owned lending services expanding access to credit and capital to Yakama Tribal Members.
Land, Real Estate, and Development	**Technology and Digital Services**	**Utilities and Infrastructure**	**Culture and Community Assets**
Yakama Nation Land Enterprise: Tribally owned land leasing and development supporting community priorities.	**Yakama Nation Networks:** Tribally owned broadband and IT services improving connectivity and access to households.	**Yakama Power:** Tribally owned electric utility supporting reliable power, broadband, and fiber optic services to networks with larger bandwidth needs.	**Cultural Heritage Center:** Preserves culture, educates visitors, and strengthens heritage tourism.

Image: Front of Yakama Nation Farms

Population and Demographics

Yakama Tribal Members[4]

The Nation is proud to have over 10,000 enrolled Yakama Tribal Members. Yakama Tribal Member enrollment has grown 35% since 1990. However, enrollment numbers are at a 10-year low, with a steady decline from the 2019 maximum enrollment of 10,740 Yakamas. In terms of residency[5]:

State Residency: The top five states where Yakama Tribal Members reside are Washington (70%), Oregon (13%), Idaho (3%), California (2%), and Montana (1%). Ten percent (10%) of Yakama Tribal Members live in other states, and one 1% live internationally.

Yakama Treaty Territory: Nearly half (47%) of all live within the Yakama Treaty Territory.

Yakama Reservation Boundary: Of those living within the Territory, 75% live within the reservation boundary.

Most Concentrated Areas: Yakima County, WA, is home to the largest share of Yakama Tribal Members (3,289 | 40%), followed by Klickitat County, WA (430 | 5%). The top ten cities/towns where Yakama Tribal Members reside include[6]:

1. **Toppenish**, WA (Yakima County) 1964 | **24%**
2. **Harrah**, WA (Yakima County) 542 | **7%**
3. **Brownstown**, WA (Yakima County) 306 | **4%**
4. **The Dalles,** OR   (Wasco County) 250 | **3%**
5. **Goldendale,** WA (Klickitat County) 234 | **3%**
6. **Pendleton,** OR (Umatilla County) 232 | **3%**
7. **Portland,** OR (Multnomah County) 202 | **2%**
8. **Seattle,** WA (King County) 200 | **2%**
9. **Tacoma,** WA (Pierce County) 172 | **2%**
10. **Granger,** WA (Yakima County) 158 | **2%**

Yakama Nation Tribal Member Population Key Facts		
Tribal Members (#)		**10,440**
Growth since 1990 (%)		**35%**
Residency (% of total)	**Within Yakama Territory**	**47%**
	Within the Yakama Reservation Boundary	**35%**

Yakama Nation Tribal Member Enrollment Count

7,715   8,326   9,144   9,502   10,010   10,493   10,610   10,440

1990   1995   2000   2005   2010   2015   2020   2025
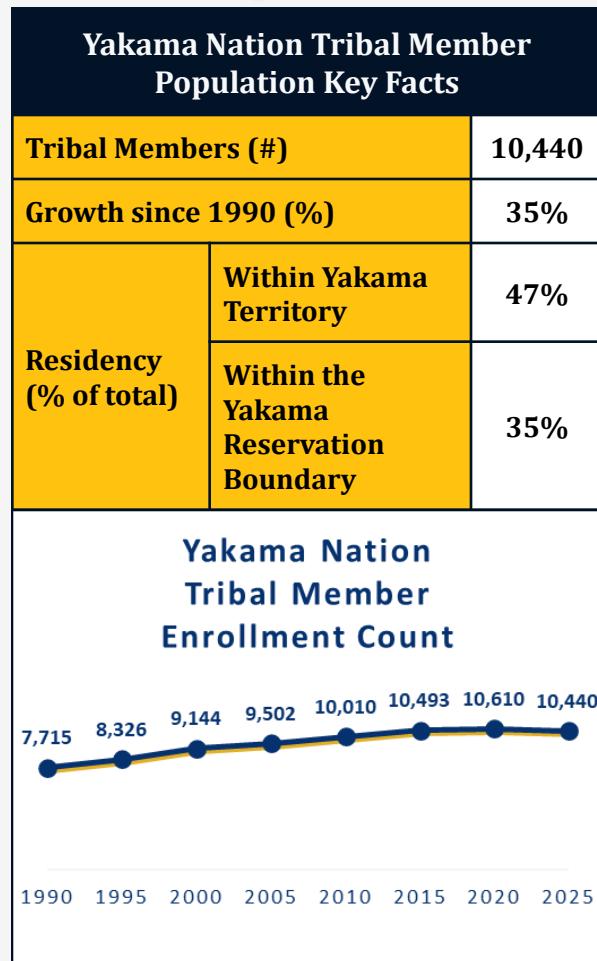
Image: Heat Map of Location of Adult Yakama Tribal Members
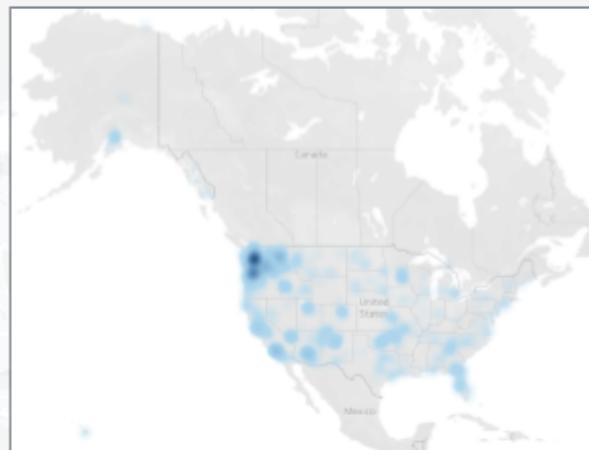
Source: Data from Yakama Nation Enrollment Program; Produced Using Tableau

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[4] Yakama Nation Enrollment Program (2025).

[5] Total dataset includes 8,260 Yakama living adults whose zip codes are recorded by the Yakama Nation Enrollment Program.

[6] Listed by city, state, county, total number of adult Yakama Nation Tribal Members, percent of total adult Yakama Nation Tribal Members.

Yakama Reservation Boundary Demographics [7] [8]

The U.S. Census Bureau American Community Survey (ACS) 5-year provides estimates for the Census-defined geography "Yakama Nation Reservation and Off-Reservation Trust Land" ("Yakama Reservation Boundary"). These figures are one lens for understanding conditions for the Yakama people; they do not reflect the full Yakama Tribal Member population, which includes members living throughout the Yakama Treaty Territory and beyond.

The Yakama Reservation Boundary shows a large, rural geography of 2,185.7 square miles with 30,209 residents and a low population density of 13.8 people per square mile. The population is notably young, with a median age of 29.3 (about three-quarters of the U.S. median), and children, youth, and young adults make up a substantial share of residents (0–9 at 16%, 10–19 at 20%, and 20–29 at 15%). Households are larger than the U.S. average at 3.6 persons per household, and fertility is higher than the national rate, reinforcing that family-serving infrastructure and services are central features of community life.

Yakama Reservation Boundary Demographic Key Facts	
Median Age	29.3
Population	30,209
Household Size	3.6
Median Household Income	$66,190
Poverty Rate	17.8%
Median Value (Owner-Occupied)	$216,400
Occupancy Rate	95%
High School Graduation Rate	68%

Economic indicators show a mixed picture: median household income is $66,190 (about 84% of the U.S. level) and per capita income is $22,398 (about half the U.S. level), while the poverty rate is 17.8% (about 1.4x the U.S. rate). Educational attainment is also lower than national benchmarks, with 68% holding a high school diploma or higher (vs. 89.4% nationally) and 11.8% holding a bachelor's degree or higher (vs. 35%). Housing is largely occupied (95%), with a 60/40 owner–renter split; home values are lower than the U.S. median ($216,400 vs. $303,400), and year-to-year mobility is relatively low (8.6% vs. 12.7%). Demographically, 65% of residents identify as Hispanic, 15% identify as Native, and 15% identify as White, with 24.5% foreign-born.

Taken together, the most significant implications are: (1) Scale and rurality increase per-household costs for water, sewer, roads, broadband, and housing development; (2) a young age structure and larger households point to sustained demand for childcare, K–12 supports, training-to-employment pipelines, and early-career job opportunities, alongside wraparound services that help families participate in the workforce; and (3) income, poverty, and educational gaps signal that economic strategies are most likely to succeed when they pair job creation with skills attainment and barrier reduction.

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[7] For detailed demographics information, see Appendix B "Summary Background Charts & Table" and Appendix C: "Yakama Nation Reservation and Off-Reservation Trust Land Demographics."

[8] U.S. Census Bureau (2023). American Community Survey 5-year estimates. Retrieved from Census Reporter Profile page for Yakama Nation Reservation and Off-Reservation Trust Land <http://censusreporter.org/profiles/25000US4690-yakama-nation-reservation-and-off-reservation-trust-land/>

Geographic Background

Location

The Yakama Treaty Territory ("Territory") refers to the Nation's broader 10.3 million acres of homelands across central and south central Washington. Counties in the Territory include Adams, Benton, Chelan, Douglas, Franklin, Grant, Kittitas, Klickitat, and Yakima. The area is largely rural, with communities and housing concentrated around key service centers and transportation corridors.

Yakama lands span a strong west-to-east elevation gradient from the Cascade crest to the Yakima Valley, with rugged high-elevation terrain in the west and lower, drier valleys to the east. The northwestern boundary aligns with the Goat Rocks high country, and Mount Adams (Pahto) is a dominant landmark shaping headwaters, snowpack, and ecological conditions across adjacent forested and alpine areas. The Territory also includes prominent uplifts and basins, including the

Toppenish uplift and Horse Heaven–Simcoe system, with drainage organized around major tributary networks to the Yakima River and Klickitat River systems. Toppenish Creek and associated tributaries converge across a broad floodplain that follows Toppenish Ridge toward its confluence with the Yakima River. Traditional fishing places along the Columbia, including Celilo Falls, remain central reference points in regional resource history and stewardship.

The Nation's Reservation boundary is the primary jurisdictional land base set aside for the Yakama people and governance. The Yakama Reservation spans Yakima and Klickitat Counties and, for federal reporting, the Yakama Reservation and Off-Reservation Trust Land geography totals about 2,185.7 square miles.[9]

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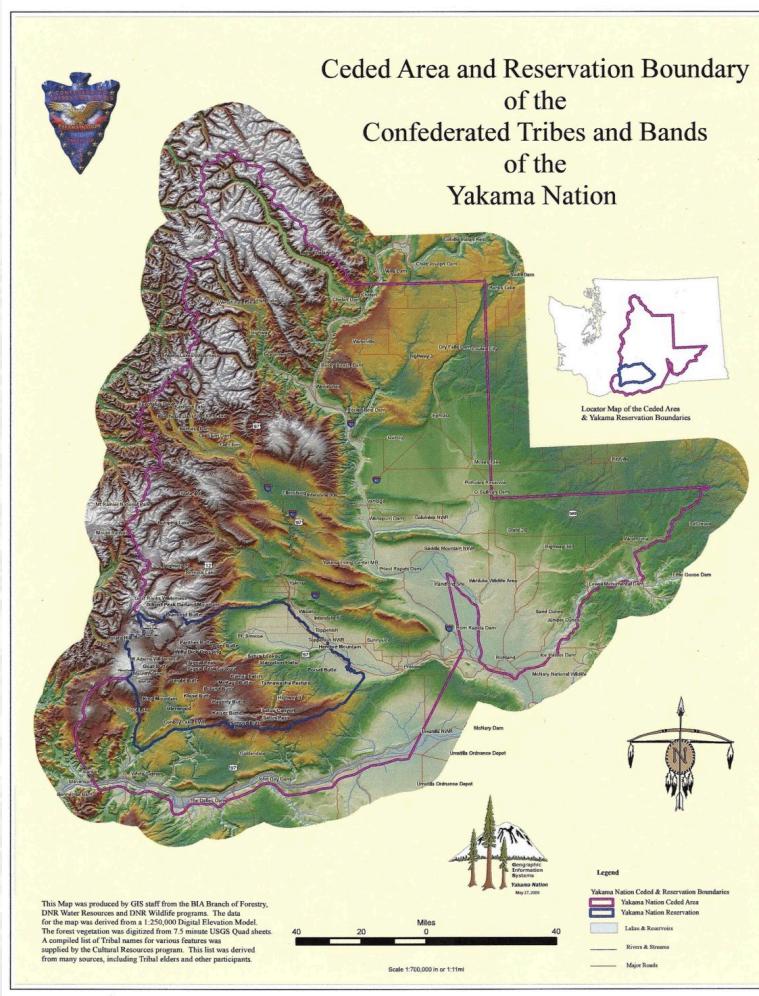
[9] U.S. Census Bureau. (2023). *ACS 2023 5-year estimates: Yakama Nation Reservation and Off-Reservation Trust Land (25000US4690).* (Accessed via Census Reporter)

Natural Resources[10] [11] [12] [13]

The region's economy is shaped by its land base and natural resources, including irrigated agriculture in the lower valley, timber and forest resources, and access to culturally significant areas that support subsistence, heritage, and recreation-related activity. Yakama lands include shrub-steppe and grasslands, forested uplands, and river corridors. Key rivers and streams include the Methow, Entiat, Wenatchee, and Yakima rivers, along with tributaries such as Satus, Toppenish, and Rock creeks. Fisheries work also spans Yakama Treaty Territory watersheds, including the mainstem Columbia River and tributary systems such as the Klickitat, White Salmon, Little White Salmon, and Wind rivers.

Treaty fishing on the Columbia River includes Zone 6, the reach from Bonneville Dam to McNary Dam, with usual and accustomed fishing areas extending from the mouth of the Columbia River through the Hanford Reach and into upstream pools. Priority culturally important species include chinook salmon, steelhead, sockeye, coho, Pacific lamprey (eels), and white sturgeon.

Yakama Nation Natural Resources Key Facts	
Landscape	Shrub-steppe and grasslands, forested uplands, and river corridors
Rivers	Entiat, Columbia, Klickitat, Little White Salmon, Methow, Wenatchee, White Salmon, Wind, and the Yakima Rivers
Forests	Ponderosa pine, pine-douglas fir, mixed conifer, and true fir–mountain hemlock
Fish	Chinook salmon, steelhead, sockeye, coho, Pacific lamprey (eels), and white sturgeon
First Foods[14]	Water, salmon, deer, elk, roots, and berries
Crops	Orchards (including apples, pears, peaches, cherries, plums, apricots), pasture, hops, alfalfa, mint, small grains (wheat/barley/oats), grapes, asparagus, corn, and potatoes

Image: Picture from Cherry Orchard

Water supports community use, irrigation, wetlands, and instream ecological functions. Agriculture accounts for the most water use, with municipal and rangelands using minimal water. Over 95% of irrigation water supply for agricultural land comes from surface-water sources, including off-Reservation reservoirs and tributary systems, which creates issues during times of drought.

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[10] Yakama Nation & Cascadia Consulting Group, Inc. (2019, April). Yakama Nation climate action plan. Yakama Nation.
[11] United States Department of the Interior, Bureau of Indian Affairs, Yakama Agency Branch of Forestry, & Yakama Nation. (2005, September). Forest management plan: Yakama Reservation. U.S. Department of the Interior, Bureau of Indian Affairs.
[12] Yakama Nation Fisheries. (2021, October 21). Yakama Nation fisheries strategic plan (Rev. ed.). Yakama Nation Fisheries.
[13] Yakama Nation Water Resources Program. (2011, June). Yakama Nation water resource management plan (Rev. ed.). Yakama Nation.
[14] Columbia River Inter-Tribal Fish Commission. (n.d.). Creation story. Spirit of the Salmon Plan. Retrieved January 9, 2026, from https://plan.critfc.org/2013/spirit-of-the-salmon-plan/about-spirit-of-the-salmon/creation-story/

Irrigated agriculture across Yakama lands supports diverse production. The broader Yakima Valley is characterized by extensive orchards (e.g., apples, pears, and cherries) and a growing acreage in wine grapes. Crops documented for the irrigated study area include corn, orchards (apples, pears, peaches, cherries, plums, apricots), pasture, hops, alfalfa, mint, small grains (wheat/barley/oats), grapes, asparagus, potatoes, and other vegetables. Potential expansion pathways identified in Tribal agricultural planning include scaling Tribally-operated orchards from approximately 1,000 acres toward 2,800 acres, paired with greenhouse capacity for year-round vegetable production.

Forest resources are dominated by four primary vegetation cover types—ponderosa pine, pine–douglas-fir, mixed conifer (including grand fir, douglas-fir, and western larch), and true fir–mountain hemlock (including subalpine fir and mountain hemlock); smaller areas include lodgepole pine, Engelmann spruce, and western redcedar. Across elevations, ponderosa pine is associated with lower-elevation, drier environments, while Douglas-fir and grand fir are common at middle elevations, and Pacific silver fir and subalpine fir occur in upper-elevation zones. Wildfire and forest health dynamics are also significant baseline factors; recent large fires required salvage operations and replanting and affected long-term timber productivity.

Recent observed climate conditions include warmer average annual temperatures, a longer growing season with fewer frost days, earlier peak streamflows and earlier snowmelt runoff, and declining late-summer streamflows. Projected changes include hotter summer temperatures, slightly higher average annual precipitation concentrated more in winter and heavier downpours, and a shift toward less snow and more rain in temperature-sensitive watersheds—contributing to higher winter flows and lower summer flows. Snowpack in the Cascades is projected to continue declining (including an estimated 30% decrease by the 2020s and over 40% by the 2040s), alongside increasing drought and wildfire risk.

Cultural resources and traditional use sites are present throughout the Yakama Treaty Territory and include fishing sites, berry gathering areas, village sites, seasonal home sites, and places connected to oral histories and legendary stories. Across Yakama lands and waters, culture is expressed through seasonal patterns of subsistence and stewardship—winter villages near reliable wood and water; spring gathering of early greens and roots as snows recede; summer fishing; and fall huckleberry harvests—supporting food storage and continuity of lifeways. Salmon, wildlife, and plants are also central as foods, medicines, and spiritual and cultural identity, reinforcing why rivers, forests, rangelands, and agricultural lands are managed as interconnected cultural landscapes.

Image: Yakama Fishermen at Celilo Falls Before Dalles Dam

Infrastructure Capacity

Water

Municipal and county drinking water and wastewater utilities within the Yakama Reservation boundary are provided by the City of Toppenish, City of Wapato, Yakima County Utilities Division, and the City of Yakima. Outside municipal service areas, many households and small users rely on private domestic wells and small water systems. The Yakima Basin has more than 20,000 wells, with over 70% described as shallow domestic wells.

Irrigation infrastructure is a foundational asset for the Reservation's agricultural economy. The Wapato Irrigation Project diverts substantial Yakima River water volumes annually and delivers irrigation water to roughly 130,000 acres of agricultural land. Housing and community development are closely tied to reliable potable water and sewer access, and water/sewer capacity is identified as a key condition for safe and healthy housing. Reservation-wide stormwater and flood conditions directly affect public utilities and economic activity, including risks to water, sewer, electric, telephone lines, streets, and bridges in flood-prone areas. [15]

Yakama Nation Infrastructure Key Facts	
Water	Wapato Irrigation Project
Energy Providers	Yakama Power, PacificCorp, Klickitat PUD, CNG
Broadband	Yakama Nation Networks
Major Roads	I-82, US-12, I-90, I-84, US-97, SR-22
Airports	YKM, PSC, ALW, SEA, PDX

Energy Distribution

The Yakama Nation's energy system is closely tied to the broader Pacific Northwest grid, where hydroelectric generation on the Columbia River system is a major backbone for regional electricity supply and transmission. Hydroelectric development has long shaped the region's economy and infrastructure, while also creating ongoing operational tradeoffs for Treaty-reserved natural resources, including fish passage, flows, and water temperature.

The primary energy source within the Yakama Reservation boundary is hydropower. Potential and emerging energy sources include wind, solar, geothermal, low-head hydropower, natural gas, and biomass. Major providers for electricity and natural gas include Yakama Power, Pacific Power (PacificCorp), Klickitat Public Utility District (Klickitat PUD), and Cascade Natural Gas (CNG).

Yakama Power is a Tribally-owned utility established to build local capacity, create skilled employment pathways, and expand electrical service on the Reservation over time. Yakama Power began supplying electricity to Tribally-operated facilities in 2006. Yakama Power's service footprint includes communities on the Reservation, and its operating model prioritizes serving the Yakama Nation while building out distribution capacity and utility infrastructure for the Reservation. Yakama Power has pursued small-scale renewable generation tied to the Wapato Irrigation Project canal system, and has also identified pathways to expand renewable energy through solar, wind demonstration, and woody biomass.

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[15] Yakama Nation Water Resources Program. (2011, June). Yakama Nation water resource management plan (Rev. ed.). Yakama Nation.

Telecommunications and Broadband

Broadband and mobile data is essential infrastructure for the Yakama Nation's economy, education, health, and public safety. Within the Yakama Reservation, FCC-reported patterns generally show stronger fixed and mobile coverage in and near community centers and along primary corridors (e.g., Toppenish, Wapato, Sunnyside, Goldendale), where providers can extend networks more efficiently and serve more customers per mile of infrastructure. Based on Yakama's internal records for urban areas, connectivity may be overstated in FCC-reported data, suggesting that actual access could be lower than reported. Lower reported coverage is typically concentrated in more remote, rugged, and heavily forested or low-density areas, where distance, terrain, and line-of-sight limitations make deployment and ongoing maintenance more challenging (e.g., White Swan, Brownstown, Harrah, near the Columbia River). The FCC's current benchmark for modern fixed broadband is 100/20 Mbps, and for mobile coverage is 4G.[16]

Image: Percentage of Area Served for Fixed Broadband with Speeds ≥

Source: Federal Communications Commission, as of June 30, 2025

Image: Percentage of Area Served for Mobile Coverage (4G)

Source: Federal Communications Commission, as of June 30, 2025

Yakama Nation Networks (YNN) is a Tribally owned and operated provider managed by Yakama Nation Land Enterprise, with a mission to expand affordable high-speed internet access within the boundaries of the Yakama Nation. YNN offers wireless internet service with straightforward terms, including unlimited data and no contracts, providing a locally controlled option that can complement larger infrastructure investments in the Reservation's lower-coverage areas. In addition to YNN, Yakama Power provides broadband and fiber services to networks requiring more than 100 megabits across the Yakama Reservation. Yakama Power also provides unique internal fiber loops for businesses that are in multiple locations.
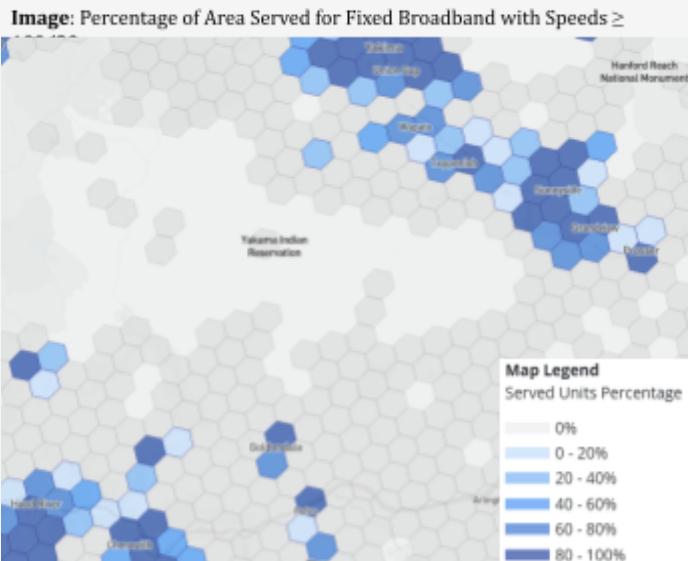
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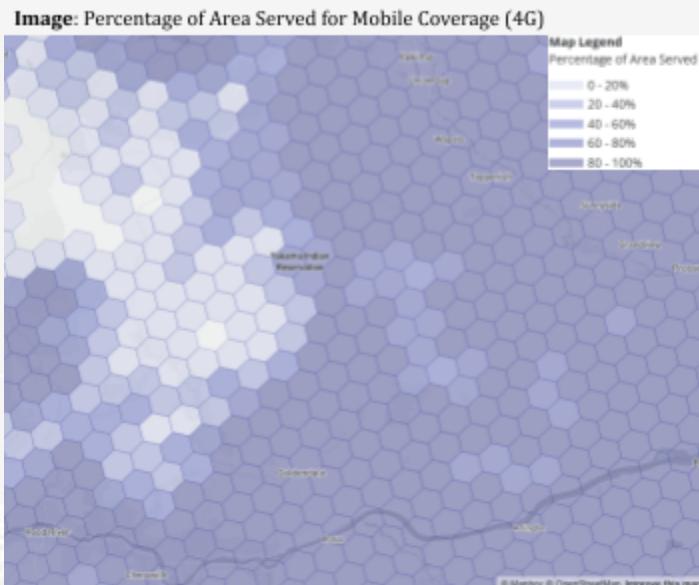
[16] Federal Communications Commission. (n.d.). National Broadband Map. Retrieved January 6, 2026.

Roads and Transportation

Roads, bridges, and culverts are critical for daily mobility, commerce, and emergency response. Yakama Nation's public works capacity underpins infrastructure delivery and maintenance across sectors. The Nation's Engineering function is positioned to oversee non-county roads, Tribal property and infrastructure, and irrigation delivery system responsibilities that directly enable housing, enterprise development, and public services.

There are three major roads and corridors serving the Yakama Reservation. The I-82 / US-12 corridor (Yakima Valley spine) is a primary limited-access route skirting the north side of the Reservation and linking the Yakima Valley to Ellensburg/I-90 to the north and the Tri-Cities and I-84 (Oregon) to the south. The US-97 (north–south gateway) is a key approach from the Columbia

River Gorge/Klickitat County into the Reservation via Satus Pass, continuing north through the Toppenish/Wapato area toward Union Gap and Yakima. And the SR-22 (Reservation community connector) is an east–west connector between I-82/US-12 and the Toppenish/Satus area, with major junctions tying into US-97 and the broader Yakima–Prosser corridor.

Image: Yakama Reservation and Major Road Corridors

Source: Google Maps

For air travel, Yakima Air Terminal/McAllister Field (YKM) is the closest commercial airport to the Yakima/Union Gap area. Tri-Cities Airport (PSC) is a major regional airport serving the Tri-Cities metro, and Walla Walla Regional Airport (ALW) is a regional commercial service option to the southeast. Regional hub airports that are a longer distance (~2 hours) with broader flight options include Seattle-Tacoma International (SEA) and Portland International (PDX).

For public transportation, Pahto Public Passage is a Yakama-owned fare-free fixed-route service within Reservation boundaries, connecting communities including Toppenish, Wapato, Harrah, Brownstown, White Swan, Satus, Union Gap, and Goldendale. Regional transportation includes People for People, a fare-free, fixed-route service throughout the following Adams, Benton, Chelan, Douglas, Franklin, Grant, Lincoln, and Yakima counties.

Economic Ecosystem

Image: Kale Growing in Front of Mount Adams

Across the Yakama Territory,[17] total employment is approximately 360,000, and the economy shows a clear specialization in agriculture. Crop farming is the largest industry by job count (48,658 jobs; 13% of total employment) and also the most concentrated cluster (LQ 4.31), indicating that agriculture is a defining driver of the Territory's economic identity and its relationship to the larger regional and state economy. In Yakima County and Klickitat County, crop farming is also the top industry by job count and the strongest cluster by location quotient, reinforcing that the Territory is tightly linked to statewide food systems and the broader agricultural supply chain, from production to distribution and supporting services. Below are the industries with the highest job counts in the Yakama Territory, Yakima County, and Klickitat County (employment count | percent of employment).

Top Occupation Industries by Job Count			
	Top Industry	**Second-Highest Industry**	**Third-Highest Industry**
Yakama Territory	Crop Farming (48,658 | 13%)	Local Health Services (38,541 | 11%)	Local Education and Training (27,550 | 8%)
Yakima County	Crop Farming (20,085 | 18%)	Local Health Services (13,556 | 12%)	Agricultural Inputs and Services (10,743 | 9%)
Klickitat County	Crop Farming (1,005 |14%)	Local Education and Training (887 | 12%)	Local Health Services (534 | 7%)
Source: StatsAmerica[18]			

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[17] Yakama Territory includes the combined data from these counties: Adams County, WA; Benton County, WA; Chelan County, WA; Douglas County, WA; Franklin County, WA; Grant County, WA; Kittitas County, WA; Klickitat County, WA; Yakima County, WA.
[18] Indiana Business Research Center. Regionizer Industry Clusters. StatsAmerica. Retrieved January 5, 2026, from https://www.statsamerica.org/regions/

Beyond production, the data points to a strong set of related clusters that shape how the economy performs. Agricultural inputs and services is consistently concentrated across all three geographies (Territory LQ 2.67; Yakima County LQ 33.12; Klickitat County LQ 13.36), suggesting a robust supporting ecosystem that includes services and suppliers needed to operate, maintain, and move agricultural production. Health services and education and training also rank among the highest job-count industries across the Territory and both counties, reflecting the role of place-based institutions as major employers and as essential supports for labor force participation and long-term workforce development. Below are key industry clusters within the Yakama Territory, Yakima County, and Klickitat County.

Top Occupation Industries by Local Quotients (LQ)[19]			
	Top Industry	**Second Highest Industry**	**Third-Highest Industry**
Yakama Territory	Crop Farming (4.31)	Agricultural Inputs and Services (2.67)	Upstream Chemical Products (1.72)
Yakima County	Crop Farming (44.74)	Agricultural Inputs and Services (33.12)	Livestock Farming (7.12)
Klickitat County	Crop Farming (34.99)	Forestry (16.79)	Agricultural Inputs and Services (13.36)
Source: StatsAmerica			

These patterns highlight the key factors influencing economic performance. Because agriculture and its supporting industries are logistics- and infrastructure-dependent, growth is strongly affected by workforce availability, seasonal and year-round labor needs, and the reliability and cost of water, transportation, energy, and broadband that connect workers and products to markets. At the same time, the prominence of health services and education signals that "enabling conditions" such as housing stability, childcare, and access to health care directly shape labor participation and retention. In practical terms, strategies that strengthen employer-aligned workforce pathways, reduce barriers to work, and improve infrastructure resilience will have an outsized impact because they reinforce the Territory's core clusters while supporting diversification into higher value-added segments of existing supply chains.

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[19] A location quotient is an analytical statistic that measures a region's industrial specialization relative to a larger geographic unit, in this case, the United States. This indicates these industries are more specialized than the average (or 1).

SWOT Analysis

Strengths, Weaknesses, Opportunities, and Threats (SWOT)

This SWOT analysis summarizes the Yakama Nation's internal strengths and challenges, along with external opportunities and risks shaping the regional economy. It is informed by community and leadership input and by recent data on economic conditions and infrastructure readiness. The findings provide a direct foundation for the CEDS goals, measurable objectives, and action priorities.

Strengths	Opportunities
Land Base and Natural Resources ● Large land base with abundant natural resources. ● Access to clean water and diverse seasonal cycles. ● Strategic location near Seattle, Oregon, and Idaho markets. ● Strong farming and forest industries connect Yakama lands to regional food and wood markets. ● Deep knowledge of caring for land, water, and wildlife supports long-term use of these resources. **Sovereignty and Governance** ● Strong treaty rights and sovereign status. ● Tax advantages and exemptions. ● Established presence in regional and state affairs. ● Ability to form strong partnerships with governments and nonprofits. **People and Culture** ● Deep cultural traditions and resilience. ● Youth potential and focus on education. ● Strong community response in times of crisis. ● An available and motivated workforce. ● Knowledge of land and water stewardship, including farming, ranching, and fishing practices. **Enterprises** ● Established businesses: Legends Casino Hotel, Yakama Power, Yakamart, Yakama Nation Forest Products, Yakama Nation Farms, Yakama Nation Land Enterprise. ● Existing Tribally owned utilities. ● Diversity of enterprise base provides a foundation for future growth. ● Lessons learned from past enterprise challenges.	**Ideas for Economic Diversification** ● New ventures in retail, hospitality, and tourism (e.g., casino expansion, cultural tourism, outlet malls, family attractions). ● Expansion into biomass, renewable energy, and industrial hemp. ● Modernization of the mill. ● Development of an industrial park. ● Creating local "value-added" jobs (e.g., food processing, cold storage, packaging, and wood products) keeps dollars in the community. ● Expanding food sovereignty (e.g., a buffalo and beef meat processing facility, fisheries). **Housing and Infrastructure** ● Demand for middle-income housing. ● Water and irrigation system modernization. ● Energy projects and buildling for self-sufficiency and revenue. ● Focus housing and business growth near existing roads and utilities to lower costs and speed up development. **Workforce and Community** ● Apprenticeships, certification programs, and youth engagement. ● Incentives for Tribal Members to pursue education in needed fields. ● Opportunities to collaborate with other Tribes to share training and resources. **Funding and Partnerships** ● Federal and state grants (EDA, infrastructure, disaster response). ● Opportunity Zones and tax-advantaged investments. ● Partnerships with neighboring Tribes and Canadian First Nations to expand trade ● Partnerships with schools and training programs, utilities, counties, cities, and funding partners.

Weaknesses	Threats
Governance and Structure ● Persistent silos across enterprises and government entities. ● Lack of shared vision and coordination. ● Ineffective processes and slow decision-making. ● Political infighting, divisions, and influence across all forms of Tribal government. **Financial and Resource Limitations** ● Limited reinvestment into enterprises. ● Reliance on per capita distributions. ● Limited liquid capital and insufficient grant matching funds. ● Competitive wages are not keeping pace with regional markets. ● Limited staff time and capacity for planning, grant management, and project delivery can slow progress even when funding is available. **Infrastructure and Capacity** ● Some areas do not have reliable power and broadband capacity needed to expand growth for businesses, remote work, telehealth, and modern farming. ● Lack of skilled workforce in key industries. ● Need enforcement of Yakama Nation TERO Laws. ● Insufficient regulatory structure to attract larger companies. **Social Challenges** ● Substance abuse, poverty, and health disparities. ● Educational gaps, with youth not always prepared for Tribal enterprise career paths. ● Cultural erosion and loss of language. ● Lack of action and fear of change.	**Regulatory and Intergovernmental Risks** ● Federal regulatory burdens and BIA constraints. ● Changing legislation that weakens Tribal rights. ● Reliance on external funding and grants. ● National politics and an unstable overall economy. ● Competition from surrounding communities and businesses. **Economic and Cost Pressures** ● Rising costs (construction, fuel, and interest rates) can make housing and business projects harder to build and finance. ● Lower wages compared to larger municipalities and regional markets, thus losing good employees to external opportunities. ● Limited liquid capital and insufficient grant matching funds. **Climate and Natural Hazards** ● Wildfire and smoke are increasing, harming health and disrupting work, schools, and forest resources. ● Drought and lower summer water threaten farming, fisheries, and community water needs. ● Hotter summers and extreme heat increase health risks and raise cooling and energy costs. ● Flooding and erosion can damage roads and utilities and increase repair costs. **Workforce and Social Well-Being Risks** ● Limited on-Reservation housing is impacting workforce attraction and retention. ● Housing, childcare, and transportation challenges can make it harder for people to take and keep jobs. ● Youth disengagement from opportunities. ● Erosion of cultural identity and language ● Poverty, housing instability, and substance use challenges place strain on individuals, families, and community resources, limiting the capacity to focus on other aspects of economic growth and opportunity.

Strategic Direction and Action Plan

The strategic direction is the heart of this CEDS. It brings together the Yakama Nation's vision, mission, priorities, values, and goals to reflect what the Yakama people want to protect, what the Tribe is committed to building, and how economic development should function across Yakama lands. It was informed through broad engagement with Yakama Tribal Members, Tribal leadership, and Tribally affiliated entities, supported by community outreach, targeted interviews, and working sessions, and complemented by review of relevant plans, data, and prior studies. Taken together, these elements provide a clear north star for investment and action, helping ensure that day-to-day decisions align with long-term community well-being, cultural continuity, and sovereignty, and creating a shared foundation for implementation as opportunities and challenges emerge. For more information, see Appendix A.

Strategic Direction

Vision

Long-Term Vision Over the Next Seven Generations

- **Strong Leadership** – Building on ancestral wisdom and adapting for future generations.
- **Sovereignty and Self-Governanc**e – An economy that upholds Treaty rights, sovereignty, and self-sufficiency.
- **Cultural Integration** – Economic growth rooted in language and culture.
- **Financial Sustainability** – Resilient systems that build generational wealth.
- **Self-Sustaining Economy** – A balanced economy providing housing, jobs, and quality of life.
- **Community Wellbeing** – Strong social supports for health, education, and families.
- **Education and Innovation** – Workforce development that prepares future leaders and encourages creativity.
- **Collaboration and Partnerships** – Working with other partners to expand opportunities.

Vision Statement: Where We Are Going

Together, we're building a strong, self-sustaining Yakama economy that honors our culture and our sovereignty—one that provides economic opportunity, supports communities, and prepares future generations to thrive.

Mission Statement: What We Do

Our mission is to build a unified path for Yakama's economic future by strengthening infrastructure, investing in our workforce, growing and diversifying Tribal enterprises, and ensuring strong financial systems that support long-term prosperity.

Core Values

- **Taking Care of Our People**
- **Balance of Tradition and Changing Times**
- **Commitment and Strong Work Ethic**
- **Respect for People and Land**
- **Sovereignty and Rule of Law**
- **Transparency and Accountability**

Economic Development Priorities for 2026 to 2030

- **Set a Common Direction** – Define a shared vision, clear goals, and coordinated plans to overcome silos.
- **Invest in Infrastructure** – Expand energy, housing, and utility systems to support growth and new enterprises.
- **Build a Skilled Workforce** – Train, certify, and prepare Yakama Members for jobs in key industries; align education with Yakama industries to youth pathways to contribute.
- **Grow and Diversify Enterprises** – Expand Tribal businesses, modernize entities, and pursue new markets.
- **Strengthen Financial Systems** – Ensure accountability with audits, reporting, and sufficient government structures.
- **Leverage Sovereignty in Markets** – Reduce reliance on outside funding, use Treaty rights, and expand Yakama presence in regional and global markets.
- **Improve Community Foundations** – Invest in health, housing, family support, and basic needs that underpin economic success.
- **Expand Relationships Outside the Territory** – Increase collaboration within the Yakama Nation, with other Tribes, and with external partners.
- **Turn Vision into Action** – Commit to change, set attainable goals, and sustain momentum for long-term economic strength.

Invest in Our Infrastructure	• Roads, water, energy, broadband
Invest in our Communities	• Housing, healthcare, transportation, cultural preservation, natural resources
Invest in Yakama Enterprises	• Grow existing businesses and business-related capital projects
Support Tribal Member Prosperity	• Tribal Member financial planning and entrepreneurship, K-12 education, and training and certifications
Evaluate Governance Structure	• Business oversight, investment framework, and government policies
Pursue New Markets	• New business diversification and new markets for existing businesses

Goal 1: Invest in Our Infrastructure

Build and modernize essential infrastructure to support economic growth and self-sufficiency.

Objectives

1.1 **Planning**: Establish long-term, coordinated plans to guide infrastructure, energy, broadband, land use, and facility development.

1.2 **Water**: Modernize water, irrigation, and utility systems to support agriculture, housing, and enterprise growth.

1.3 **Energy**: Continue toward Tribal energy independence through grid modernization and renewable energy development.

1.4 **Broadband**: Expand broadband and communications infrastructure across all Yakama communities.

1.5 **Transportation**: Strengthen transportation systems to support safe travel, economic expansion, and land use goals.

1.6 **Capital Projects:** Align capital projects and funding to build a cohesive, strategic infrastructure investment portfolio.

1.7 **Resiliency**: Ensure infrastructure development supports resilience, environmental health, and natural resource protection.

1.8 **Workforce**: Strengthen the Tribal workforce to support infrastructure, energy, construction, and resource development.

1.9 **Enterprises**: Modernize enterprise facilities and supporting infrastructure to expand revenue and improve community benefit.

Key Leads

Stakeholders listed in alphabetical order

- Legends Casino Hotel
- Yakama Nation Cultural Heritage Center
- Yakama Nation Department of Natural Resources
- Yakama Nation Economic Development Department
- Yakama Nation Enterprises
- Yakama Nation Finance Office
- Yakama Nation Forest Products
- Yakama Nation Land Enterprise
- Yakama Nation Networks
- Yakama Nation Transportation Program
- Yakama Nation Tribal Administration
- Yakama Nation Tribal Employment Rights Office
- Yakama Nation Zoning Administration
- Yakama Nation Workforce Development
- Yakama Power
- Yakamart Inc.

Goal 2: Invest in Our Communities

Support the Yakama community by improving housing, healthcare, culture, safety, and family services.

Objectives

2.1. **Housing:** Build safer, affordable homes for Yakama Members.

2.2. **Health:** Improve access to healthcare, wellness services, and public safety.

2.3. **Family Services:** Strengthen services that support families.

2.4 **Culture:** Nurture language, culture, traditional foods, and community gathering space.

Key Leads

Stakeholders listed in alphabetical order

- Pahto Public Passage
- Yakama Nation Childcare Development Fund
- Yakama Nation Cultural Heritage Center
- Yakama Nation Department of Natural Resources
- Yakama Nation Farms
- Yakama Nation Higher Education Program
- Yakama Nation Housing Authority
- Yakama Nation Nak-Nu-We-Sha Program
- Yakama Nation Native Workforce Development
- Yakama Nation Tribal Administration
- Yakama Nation Tribal Health Service
- Yakama Nation Zoning Administration
- Yakama Powe

Image: Yakama Family in Regalia

Goal 3: Invest in Our Enterprises

Explore opportunities within existing Tribal enterprises to increase revenue and create jobs.

Objectives

3.1 **Coordination**: Improve enterprise coordination, collaboration, and performance review across the Yakama Nation.

3.2 **Legends Casino Hotel:** Enhance and grow Legends Casino Hotel as a tourism anchor and major revenue generator for the Yakama Nation.

3.3 **Yakamart:** Expand Yakamart Inc. as a key retail and fuel enterprise.

3.4 **Yakama Nation Land Enterprise:** Leverage Yakama Nation Land Enterprise to advance productive land use and revenue opportunities.

3.5 **Yakama Nation Farms:** Grow Yakama Nation Farms and agriculture enterprises through diversification and value-added development.

3.6 **Yakama Nation Forest Products:** Stabilize Yakama Forest Products through value-added production and operational improvements that increase revenue and employment.

3.7 **Workforce:** Build a skilled Tribal workforce to support enterprise growth and leadership.

Key Leads

Stakeholders listed in alphabetical order

- Legends Casino Hotel
- Yakama Nation Finance Office
- Yakama Nation Forest Products
- Yakama Nation Economic Development Department
- Yakama Nation Enterprises
- Yakama Nation Farms
- Yakama Nation Higher Education Program
- Yakama Nation Land Enterprise
- Yakama Nation Tribal Council Committees
- Yakama Nation Tribal Employment Rights Office
- Yakama Nation Workforce Development
- Yakamart Inc.

Image: Entrance to Legends Casino Hotel

Goal 4: Support Tribal Member Prosperity

Support Tribal Member prosperity by strengthening financial skills and expanding pathways to economic self-sufficiency

Objectives

4.1 **Financial Literacy:** Strengthen Tribal Members' financial skills to improve household stability, reduce barriers, and support long-term self-sufficiency.

4.2 **Entrepreneurship:** Expand Tribal Member entrepreneurship by increasing access to business training, technical assistance, and start-up support.

4.3 **Education:** Improve K-12 education pathways to enhance academic success, cultural learning, and early career readiness.

4.4 **Training and Certifications:** Connect Tribal Members with training and certification opportunities for skilled careers and emerging industries.

4.5 **Employment Support:** Improve employment stability and access to opportunity for Tribal Members working for Tribal enterprises and Tribal government.

Key Leads

Stakeholders listed in alphabetical order

- Legends Casino SOAR Program
- Local Johnson-O'Malley (JOM) Committees
- Yakama Nation CEDs Committee
- Yakama Nation Credit Enterprise
- Yakama Nation Department of Human Services
- Yakama Nation Economic Development Department
- Yakama Nation Enterprises

- Yakama Nation Higher Education Program
- Yakama Nation Land Enterprise
- Yakama Nation Language Program
- Yakama Nation Native Workforce Development
- Yakama Nation Tribal Administration
- Yakama Nation Tribal Employment Rights Office
- Yakama Nation Tribal Realty

Image: Wapato Tribal Headstart Graduation

Goal 5: Evaluate Our Governance Structure

Created a unified, future-focused economic governance structure that best serves current and future Yakama Tribal Members.

Objectives

5.1 **Unity**: Establish a unified economic vision and coordinated direction across Council, enterprises, and programs.

5.2 **Governance**: Redesign the Nation's economic governance structure by evaluating models that support informed, transparent, and politically independent enterprise oversight.

5.3 **Regulation**: Modernize regulatory and revenue systems to support sustainable economic growth.

5.4 **Land**: Enhance land governance and jurisdiction by advancing land reacquisition and coordinated land-use planning.

5.5 **Treaty**: Uphold Yakama Treaty rights and strengthen the Nation's sovereign economic authority.

Key Leads

Stakeholders listed in alphabetical order

- Legends Casino Hotel
- Yakama Nation CEDS Committee
- Yakama Nation Cultural Heritage Center
- Yakama Nation Department of Natural Resources
- Yakama Nation Economic Development Department
- Yakama Nation Enterprises
- Yakama Nation Farms
- Yakama Nation Finance Office (Including Department of Revenue)
- Yakama Nation Land Enterprise
- Yakama Nation Office of Legal Counsel
- Yakama Nation Overall Economic Development Committee
- Yakama Nation Realty
- Yakama Nation Tribal Administration
- Yakama Nation Tribal Council
- Yakama Power
- Yakamart

Image: General Council Meeting in Toppenish

Goal 6: Pursue New Markets

Diversify the Yakama economy by pursuing innovative industries and partnerships.

Objectives

6.1 **Planning**: Develop and implement a Yakama Nation Economic Diversification Plan.

6.2 **Emerging Industries:** Evaluate opportunities within emerging industries that align with the Yakama Nation's capacity and long-term goals.

6.3 **Tourism**: Explore new tourism, retail, and visitor experiences that bring new spending into the Yakama Nation.

6.4 **Partnerships**: Strengthen Tribal-to-Tribal, regional, and cross-border partnerships to open new markets and reduce startup risk.

Key Leads

Stakeholders listed in alphabetical order

- Legends Casino Hotel
- Yakama Nation Cultural Heritage Center
- Yakama Nation Economic Development Department
- Yakama Nation Enterprises
- Yakama Nation Farms
- Yakama Nation Land Enterprise
- Yakama Nation Office of Legal Counsel
- Yakama Nation Overall Economic Development Committee
- Yakama Nation Tribal Administration
- Yakamart Inc

Image: Yakama Nation Cultural Center Treaty Day 2025

Action Plan

Goal 1	Build and modernize essential infrastructure to support economic growth and self-sufficiency.	
Objective 1	**Planning:** Establish long-term, coordinated plans to guide infrastructure, energy, broadband, land use, and facility development.	**Leads**
Action 1	Develop a 20-year infrastructure and energy master plan covering power, broadband, transportation, water/sewer, housing, and enterprise load requirements.	Economic Development
Action 2	Create policies that require future economic development proposals to include infrastructure impact assessments (power, broadband, water/sewer), updated load-capacity studies where needed, and early involvement of Yakama utilities.	Economic Development
Action 3	Create a Tribal-wide land use and growth management framework that identifies suitable areas for housing, industrial development, cultural protection, and environmental stewardship.	Land Enterprise/DNR
Action 4	Create a unified permitting process and interdepartmental project visibility to significantly increase efficiency and reduce project delays. Build upon existing process.	Zoning/Administration
Action 5	Ensure new infrastructure (energy, broadband, facilities) will be strategically planned and deployed, avoiding redundant work and ensuring all new developments have necessary utilities from the outset.	Zoning/Administration
Action 6	Formalize quarterly interdepartmental coordination meetings (Power, Housing, Broadband/IT, Planning, Economic Development, Natural Resources) and require shared updates on planned projects, permitting needs, and utility requirements.	Economic Development
Action 7	Refine and communicate process so all departments and enterprises can see upcoming projects, required permits, and utility needs at the concept stage to specify economic corridors and zones optimized for enterprise growth and attracting investment with sustainable job creation. Incorporate current process.	Zoning/Economic Development
Action 8	Expand and maintain the GIS system to support zoning, infrastructure mapping, permitting, and interdepartmental communication, including completing the enterprise GIS license upgrade and building shared utility and zoning layers.	Administration/DNR
Objective 2	**Water:** Modernize water, irrigation, and utility systems to support agriculture, housing, and enterprise growth.	**Leads**
Action 1	Engage partner agencies, regional stakeholders, and advocates to advance modernization and water-conservation improvements for the Wapato Irrigation Project.	DNR
Action 2	Commission updated engineering cost studies for water, sewer, and irrigation systems to quantify true modernization needs and support grant-ready capital packages.	DNR

Action 3	Improve water/sewer systems, stormwater drainage, and well capacity to support housing and commercial expansion.	DNR
Action 4	Expand utility capacity (electric, natural gas, water treatment) to meet documented load growth.	DNR/ Yakama Power
Objective 3	**Energy:** Continue to Tribal energy independence through grid modernization and renewable energy development.	**Leads**
Action 1	Continue addressing capacity constraints by upgrading substations, transformers, and transmission lines to support expanding industrial, commercial, and housing development.	Yakama Power
Action 2	Advance improvements to power delivery infrastructure, ensuring the grid can accommodate potential opportunities that would require larger loads of power (e.g., manufacturing, commercial)	Yakama Power
Action 3	Build on ongoing evaluations of power storage and resilience solutions to improve reliability, support renewable energy integration, and reduce risks for communities with aging or limited utility systems.	Yakama Power
Objective 4	**Broadband:** Expand broadband and communications infrastructure across all Yakama communities.	**Leads**
Action 1	Improve broadband speeds and reliability for homes, schools, enterprises, and remote communities.	Yakama Nation Networks/ Yakama Power
Action 2	Pursue federal and state funding to expand fiber and fixed-wireless solutions.	Yakama Nation Networks/ Yakama Power
Action 3	Integrate broadband planning with energy and land-use plans to reduce duplication and trenching costs.	Yakama Nation Networks/ Yakama Power
Objective 5	**Transportation:** Strengthen transportation systems to support safe travel, economic expansion, and land use goals.	**Leads**
Action 1	Prioritize improvements to unsafe road corridors—including White Swan, Toppenish, and high-accident areas—with added roundabouts, signage, reflectors, and lighting for safety.	DNR/Transportation
Action 2	Coordinate road upgrades with enterprise sites, housing areas, and industrial zones.	DNR/Transportation
Action 3	Continue development of 18 miles of steel transmission rebuild where transportation and energy infrastructure intersect.	DNR/Transportation/Yakama Power
Objective 6	**Capital Projects:** Align capital projects and funding to build a cohesive, strategic infrastructure investment portfolio.	**Leads**
Action 1	Continue to advocate for the release of grant awarded funding, and prioritize the $300M infrastructure backlog using data and community needs.	Administration/Yakama Power

Action 2	Establish a cross-department grant coordination team to pursue USDA, broadband, infrastructure, and energy funding and maintain shared processes for tracking opportunities and applications.	Administration/Economic Development/Yakama Power/ DNR/Land Enterprise
Action 3	Use blended financing (grants + philanthropy + partnerships) to reduce reliance on loans that require collateralization.	Administration/Yakama Power/Economic Development
Objective 7	**Resiliency**: Ensure infrastructure development supports resilience, environmental health, and natural resource protection.	**Leads**
Action 1	Conduct land-use assessments that balance resource development with cultural protection.	DNR
Action 2	Integrate resilience strategies into infrastructure design (e.g., water systems, energy, roads) to be better prepared to withstand climate events and natural disasters, ensuring more reliable water systems, energy grids, and road networks, leading to greater long-term environmental health and stability.	DNR/Zoning/Yakama Power
Action 3	Use updated natural resource inventory data to guide sustainable development decisions.	DNR
Objective 8	**Workforce:** Strengthen the Tribal workforce to support infrastructure, energy, construction, and resource development.	**Leads**
Action 1	Scale Yakama Power's apprenticeship program and consider expanding into other service-related trades.	Yakama Power
Action 2	Integrate apprenticeships into the TERO system to ensure Tribal Members gain hours that lead to certification.	TERO
Action 3	Grow apprenticeship or on-the-job-training programs for in-demand services, including HVAC, plumbing, heavy equipment, broadband installation, and construction.	TERO/Economic Development/Native Workforce Development
Action 4	Partner with Washington-recognized apprenticeship programs and leverage opportunities such as WSAC's Tribal apprentice funding.	TERO/Economic Development
Objective 9	**Enterprises:** Modernize enterprise facilities and supporting infrastructure to expand revenue and improve community benefit.	**Leads**
Action 1	As needed, conduct facility-condition assessments for enterprises to support current and future planning.	Enterprises
Action 2	Modernize mill and equipment at Yakama Forest Products to improve efficiency and competitiveness.	Yakama Forest Products/Finance
Action 3	Upgrade infrastructure (roads, utilities, broadband, water/sewer, parking) at current and future enterprise sites.	Enterprises/DNR/Yakama Power/Finance

Action 4	Support development of future casino(s) through site planning, utility expansion, and integrated enterprise systems (player club, marketing, reservations).	Legends/DNR/Yakama Power/Finance
Action 5	Renovate the Cultural Center campus into a premier cultural and tourism destination.	Cultural Center/Finance
Action 6	Expand electric vehicle charging stations across enterprise locations.	Legends/Yakamart

Goal 2	**Support the Yakama community by improving housing, healthcare, culture, safety, and family services.**	
Objective 1	**Housing:** Build more safe, affordable homes for Yakama Members.	**Leads**
Action 1	Identify future housing development within Yakama Territory and develop a utility-readiness plan (water, sewer, power, broadband) to support new rental and homeownership units.	Housing/Yakama Power/Administration/Zoning
Action 2	Add more rental and homeownership units within Yakama Territory—aiming for 2,000 new homes over the next 10 years- and invest in required water, sewer, and infrastructure upgrades to support this growth; the addition of homes, utility-readiness planning, and initiatives for middle-income housing to directly address the housing crisis, provide safe accommodation for members, attract and retain Tribal workforce, and stimulate the local construction economy.	Housing/Yakama Power/Administration/Zoning
Action 3	Explore quicker housing options, such as prefabricated or modular homes, for workers and enterprises.	Housing/Enterprises/ Administration/ Zoning/OED
Action 4	Create a middle-income housing initiative to explore a diverse housing inventory to provide immediate, flexible housing solutions for urgent needs; prioritizing homes that retain Tribal workforce and relieve pressure on low-income housing. (Potentially explore modular housing.)	Housing/Enterprises/ Administration/ Zoning
Objective 2	**Health:** Improve access to healthcare, wellness services, and public safety.	**Leads**
Action 1	Explore the feasibility of expanding Yakama-owned health and behavioral health services.	Health Services
Action 2	Continue working with partners and securing more funding to increase access to wrap-around programs related to mental health, addiction treatment, housing, and prevention programs.	Health Services
Action 3	Connect Yakama Members with training opportunities to work in healthcare jobs.	Health Services/Education/Native Workforce Development
Objective 3	**Family Services**: Strengthen services that support families.	**Leads**
Action 1	Develop a communication strategy to educate enterprises and services on optimal paths of communicating with and supporting the river communities.	Economic Development/OED

Action 2	Partner with CCDF to assess needs, facility options, staffing, and funding models for new or expanded childcare services.	Childcare Development Fund/Native Workforce Development
Action 3	Expand support for kinship and Native foster placements to keep Yakama children in Yakama homes.	Nak-Nu-We-Sha
Action 4	Prioritize transportation improvements and expansions that help people reach essential services.	Pahto Transit/Community Health Services
Objective 4	**Culture:** Nurture language, culture, traditional foods, and community gathering spaces.	**Leads**
Action 1	Coordinate cultural and language programs across departments so efforts are aligned.	Cultural Center/Language Program
Action 2	Use Ichishkíin language more in buildings, programs, signage, public events, and the workplace.	Cultural Center/Language Program/Zoning
Action 3	Move forward with improvements to the Cultural Center so it can host more programs and visitors.	Cultural Center/Administration
Action 4	Strengthen local agriculture, traditional foods, and new opportunities like value-added food production.	Yakama Farms/DNR
Action 5	Support natural resource practices that protect the land while allowing for cultural use and healthy ecosystems.	DNR/Cultural Resources

Goal 3	Explore opportunities within existing Tribal enterprises to increase revenue and create jobs.	
Objective 1	**Coordination:** Improve enterprise coordination, collaboration, and performance review across the Yakama Nation.	**Leads**
Action 1	Expand cross-enterprise promotions and marketing, building on work underway at enterprises to reduce silos and share visitors across enterprises.	Economic Development/ Enterprises/Finance
Action 2	Increase information sharing across enterprise managers by aligning planning cycles, business goals, and promotional calendars.	Economic Development/ Enterprises/Finance
Action 3	Evaluate larger opportunities to collaborate to capture unique world events (such as World Series 2026, how to take advantage of, etc.)	Economic Development/ Enterprises/Finance
Action 4	Conduct regular enterprise performance reviews to identify opportunities for reinvestment, restructuring, or strategic pause/closure.	Economic Development/ Enterprises/Finance
Action 5	Update business plans, market analyses, and feasibility studies to guide enterprise decisions based on real market conditions.	Tribal Council Committees/ Enterprises/Finance

Action 6	Create continuity and knowledge-transfer strategies to reduce disruption during staff turnover and leadership transitions.	Economic Development/ Enterprises/Finance
Objective 2	**Legends Casino:** Enhance and grow Legends Casino & Resort as a tourism anchor and major revenue generator for the Yakama Nation.	**Leads**
Action 1	Continue to upgrade and expand family-friendly and resort amenities such as the waterpark, pool, spa, and recreation features to increase guest visits and support multi-day stays.	Legends
Action 2	Advance long-term business growth planning for Site 2 and potential Site 3.	Legends
Action 3	Support expanded lodging and recreation options, including an RV luxury base connected to Legends.	Legends
Action 4	Plan for short and long-term facility improvements and upgrades at Legends.	Legends
Objective 3	**Yakamart:** Expand Yakamart as a key retail and fuel enterprise.	**Leads**
Action 1	Plan for a second Yakamart in the ceded area by advancing site evaluation and preparing the business model to support community and traveler needs.	Yakamart
Action 2	Coordinate Yakamart's growth with Legends Site 2 to support shared customer traffic, complementary retail offerings, and joint promotions.	Yakamart
Action 3	Explore agreements, partnerships, and suppliers to expand retail offerings.	Yakamart
Action 4	Explore the feasibility of Yakama-owned bulk fuel transportation system and sales.	Yakamart
Objective 4	**Land Enterprise:** Leverage Yakama Nation Land Enterprise to advance productive land use and revenue opportunities.	**Leads**
Action 1	Participate in master land use planning process considering overall economic development opportunities for the Tribe.	Land Enterprise
Action 2	Advance highest-and-best-use options for Tribal lands, including agriculture, renewable energies, housing, commercial sites, and multi-use land opportunities that support enterprise growth potential.	Land Enterprise
Action 3	Conduct an assessment on the highest and best use of the RV Park area, and move forward with plans to develop.	Land Enterprise
Action 4	Develop land-based opportunities that support a destination experience, partnering with the RV park, Legends, and the Cultural Center to encourage longer visitor stays and more connection with Yakama culture.	Land Enterprise
Action 5	Evaluate and determine best options for the transportation of fresh products.	Land Enterprise
Objective 5	**Yakama Farms:** Grow Yakama Farms and agriculture enterprises through diversification and value-added development.	**Leads**
Action 1	Implement a farm diversification plan that reviews crop options, market feasibility, and resource needs.	Yakama Farms

Action 2	Develop business plans for cold storage, packing, and other value-added facilities that support farm revenue and wider regional markets.	Yakama Farms
Action 3	Explore irrigation-based energy innovations and agrovoltaics to maximize dual land use and reduce long-term operating costs.	Yakama Farms
Action 4	Evaluate opportunities to produce port-ready goods and other products that can strengthen Yakama participation in regional supply chains.	Yakama Farms
Action 5	Support enterprises tied to food sovereignty, such as local processing, distribution, or traditional food programs where enterprise-linked.	Yakama Farms
Objective 6	**Yakama Forest Products:** Stabilize Yakama Forest Products through value-added production and operational improvements that increase revenue and employment.	**Leads**
Action 1	Implement findings of the Yakama Forest Products feasibility study.	Yakama Forest Products
Action 2	Identify and secure capital and resources needed to support modernization and expansion.	Yakama Forest Products
Action 3	Assess mill-made or modular wood product opportunities to support housing, construction, or external markets.	Yakama Forest Products
Action 4	Develop a Forest Products workforce pathway focused on training, retention, and skilled job creation.	Yakama Forest Products/Native Workforce Development
Objective 7	**Workforce:** Build a skilled Tribal workforce to support enterprise growth and leadership.	**Leads**
Action 1	Expand and refine enterprise-linked training programs in areas such as gaming operations, retail, hospitality, agriculture, natural resources, and enterprise administration.	Enterprises/Higher Education/TERO/Finance/Native Workforce Development
Action 2	Expand youth pathways into enterprise jobs through internships, job shadowing, and entry-level roles tied to school and college partnerships.	Enterprises/Higher Education/TERO/Finance/Native Workforce Development
Action 3	Offer leadership development and supervisory training to prepare Tribal Members for management roles across all enterprises.	Enterprises/Higher Education/Finance/Native Workforce Development
Action 4	Provide ongoing training and certification programs for General Managers and enterprise leaders, including business operations, compliance, budgeting, personnel management, and customer service excellence.	OED/Enterprises/Economic Development/Finance/Native Workforce Development

Action 5	Use workforce forecasting to identify future enterprise staffing needs and align training programs with anticipated vacancies and new enterprise expansions.	Higher Education/Finance/Native Workforce Development

Goal 4	Support Tribal Member prosperity by strengthening financial skills and expanding pathways to economic self-sufficiency	
Objective 1	**Financial Literacy:** Strengthen Tribal Member financial skills to improve household stability, reduce barriers, and support long-term self-sufficiency.	**Leads**
Action 1	Expand financial literacy programs that help Tribal Members build credit, budget effectively, manage debt, and plan for retirement.	Economic Development/Credit Enterprise
Action 2	Improve coordination and communication between enterprises and departments related to the purchase or lease of Yakama Territory land to streamline housing access for Tribal Members.	Credit Enterprise/Realty/Land Enterprise
Action 3	Offer trainings on basic life skills that lead to employment (e.g., soft skills, banking, maintaining licenses).	Tribal School/Credit Enterprise/Economic Development/Native Workforce Development
Action 4	Create a financial assistance "clearinghouse" that compiles all available Tribal, federal, and state funding opportunities so programs can more easily find grants, loans, and support initiatives.	Administration
Objective 2	**Entrepreneurship:** Expand Tribal Member entrepreneurship by increasing access to business training, technical assistance, and start-up support.	**Leads**
Action 1	Offer regular business training and mentorship by partnering with organizations such as Onaben, ATNI, and the Center for Inclusive Entrepreneurship, etc.	Economic Development/Native Workforce Development
Action 2	Provide support to help entrepreneurs navigate BIA processes and evaluate long-term options to improve land-leasing/buying timelines, appraisals, and rates, and evaluate to improve land-leasing/buying for Tribal entrepreneurs.	Realty/Land Enterprise/Economic Development
Action 3	Develop Tribal Member small business incubator that provides technical assistance to potential entrepreneurs.	Economic Development
Action 4	Expand access to start-up capital, including micro-loans, SSBCI-supported financing.	Credit Enterprise/Economic Development

Objective 3	**Education:** Improve K-12 education pathways to enhance academic success, cultural learning, and early career readiness.	**Leads**
Action 1	Strengthen partnerships with local public schools to support attendance, academic achievement, and early identification of students who need additional help.	Human Services/JOM Committee
Action 2	Collaborate with the Tribal School and public schools to identify barriers and support alternative school or re-engagement pathways for students who need different learning environments.	Tribal School/Human Services/JOM Committee
Action 3	Support language programs, curriculum partnerships, and Yakama educator representation in K–12 settings.	Human Services/Language Program/JOM Committee
Action 4	Revive or partner with proven programs such as Junior Achievement, School-to-Work, or similar models that teach financial literacy, workplace readiness, and basic employment skills.	Tribal School/Human Services/JOM Committee
Action 5	Continue to expand partnerships with local schools, colleges, and training partners to support students post-secondary success.	Higher Education/TERO/Native Workforce Development Services
Objective 4	**Training and Certifications:** Connect Tribal Members with training and certification opportunities for skilled careers and emerging industries.	**Leads**
Action 1	Create a dedicated Training Coordinator position to oversee career-pathway programs, grant-funded initiatives, and alignment with enterprise HR needs.	TERO/Native Workforce Development
Action 2	Expand access to certifications and skilled-trade training in areas such as construction, energy, healthcare, technology, and natural resources through partnerships with colleges, unions, and workforce development.	TERO/Native Workforce Development
Action 3	Identify solutions to reduce barriers Tribal Members face in apprenticeships caused by union rules and state jurisdiction, including exploring Tribal-led training or alternative certification pathways.	Administration/TERO/Native Workforce Development
Action 4	Work with enterprises and local partners to create career ladders so Members who complete training can secure long-term employment in Yakama enterprises or government.	Native Workforce Development/Legends SOAR Program
Objective 5	**Employment Support:** Improve employment stability and access to opportunity for Tribal Members working for Tribal enterprises and Tribal government.	**Leads**
Action 1	Study wage levels and career growth in emerging industries, Tribal enterprises, and Tribal Government so trained Yakama workers are more likely to stay and work on the Reservation.	Administration/Enterprises

Goal 5	Created a unified, future-focused economic governance structure that best serves current and future Yakama Tribal Members	
Objective 1	**Unity**: Establish a unified economic vision and coordinated direction across Council, enterprises, and programs.	**Leads**
Action 1	Conduct bi-annual (twice a year) CEDS alignment reviews with Council, OED, and enterprise leadership to assess progress, resolve barriers, and ensure that decisions reflect the unified economic vision.	OED/Economic Development/Yakama CEDS Committee
Action 2	Reinstate and strengthen the planning function within the Office of Economic Development to build capacity to support the Tribe's planning needs.	OED/Economic Development
Objective 2	**Governance:** Redesign the Nation's economic governance structure by evaluating models that support informed, transparent, and politically independent enterprise oversight.	**Leads**
Action 1	Conduct a structured evaluation of governance models (such as Section 17 corporation, Tribal corporation, business board, hybrid models) used by other Tribes, as well as a feasibility assessment for a model that would best address current governance challenges and growth opportunities.	Tribal Council/Economic Development
Action 2	Differentiate income-generating enterprises from service-based operations and establish governance structures for each that reflect their original purpose, revenue expectations, and oversight needs.	Tribal Council/Economic Development/Finance
Action 3	Develop and implement a recommended governance structure based on the evaluation findings, including clear authority, roles, and processes that support stable and informed enterprise oversight.	Tribal Council/Economic Development
Action 4	Prepare a suite of economic governance and investment policies for new governance structure, including board qualifications, authority, feasibility, and due diligence standards for new investments, and safeguards against political interference in business operations.	Tribal Council/Economic Development
Action 5	Adapt to and implement General Welfare Exclusion policies.	Tribal Council/Administration
Objective 3	**Regulation:** Modernize regulatory and revenue systems to support sustainable economic growth.	**Leads**

Action 1	Review and update taxation, licensing, Uniform Commercial Code (UCC), and permitting codes to create a cohesive regulatory environment that supports business activity.	Administration/Economic Development/Department of Revenue/Finance
Action 2	Evaluate opportunities to expand revenue authority, including but not limited to taxes, franchise fees, and non-Member business fees, aligned with Treaty protection.	Administration/Economic Development/Department of Revenue/Finance
Action 3	Address policies around limited waivers of sovereign immunity to support business partnerships while safeguarding the Nation.	Tribal Council
Action 4	Develop clear procedures that ensure regulatory decisions are consistent, timely, and transparent across departments.	Administration/Economic Development
Objective 4	**Land:** Enhance land governance and jurisdiction by advancing land reacquisition and coordinated land-use planning.	**Leads**
Action 1	Clarify interdepartmental coordination between Land Enterprise, Zoning, DNR, Realty, and Economic Development for consistent land-use decisions and rezoning requests (e.g., fee parcels for housing).	Land Enterprise/ Zoning/ DNR/ Realty/Economic Development
Action 2	Coordinate land-use planning with enterprise growth needs, including zoning updates, appraisal readiness, and economic corridor planning to streamline governance and economic certainty. (Clarify interdepartmental coordination and updated zoning to reduce ambiguity in land use decisions, making it easier to reacquire land and use fee parcels effectively for housing and economic development.)	Zoning/DNR/Land Enterprise
Action 3	Create a long-term land reacquisition strategy tied to economic sovereignty and community goals.	DNR/Land Enterprise/Realty
Objective 5	**Treaty:** Uphold Yakama Treaty rights and strengthen the Nation's sovereign economic authority.	**Leads**
Action 1	Conduct a comprehensive review of current and proposed economic codes, policies, and land-use decisions and align with and protect Treaty rights.	Economic Development/Legal Counsel/Administration/Department of Revenue/Finance
Action 2	Expand intergovernmental relationships with state, federal, county, and Tribal partners to support Yakama economic initiatives and interests.	Tribal Council/Tribal Departments/Tribal Enterprises
Action 3	Identify opportunities to proactively exercise sovereign economic tools, such as taxation authority, compacting, trade, and licensing frameworks.	Economic Development/Legal Counsel/Administration/Department of Revenue/Finance

Action 4	Create guidelines that ensure major economic decisions are evaluated for Treaty impact, long-term sovereignty, and community benefit.	Economic Development/Legal Counsel

Goal 6	Diversify the Yakama economy by pursuing innovative industries and partnerships.	
Objective 1	**Planning:** Develop and implement a Yakama Nation Economic Diversification Plan.	**Leads**
Action 1	Conduct a comprehensive diversification planning process that assesses potential industries using clear feasibility, market, financial, and infrastructure criteria.	OED/Economic Development
Action 2	Prioritize new industry opportunities based on expected return, start-up cost, workforce needs, cultural fit, and alignment with long-term plans.	OED/Economic Development
Action 3	Develop phased diversification pathways that match Yakama Nation's financial capacity, beginning with small pilots that can scale through partnerships or grants.	OED/Economic Development
Action 4	Identify infrastructure and workforce requirements for each promising sector before committing major investment.	OED/Economic Development
Action 5	Use Tribal-to-Tribal, regional, and federal partnerships to reduce capital costs and accelerate early-stage development in new sectors.	OED/Economic Development
Objective 2	**Emerging Industries:** Evaluate opportunities within emerging industries that align with Yakama capacity and long-term goals.	**Leads**
Action 1	Conduct targeted feasibility studies for select emerging sectors such as renewable energy ventures, data centers, Tribal cloud services, and advanced manufacturing.	OED/Economic Development
Action 2	Prepare shovel-ready development sites for priority industries, including Wapato Industrial Park parcels, aligned with long-term planning.	Land Enterprise/Yakama Power/Economic Development
Action 3	Explore new health-related services, such as telehealth and behavioral health technology, where Yakama has a competitive advantage or unmet community need.	OED/Economic Development
Action 4	Assess commercial support services (e.g., regional laundry/linen, technical services, contracting crews) that meet clear market demand and complement existing strengths.	OED/Economic Development
Action 5	Conduct market evaluations for new agricultural and food ventures, such as caviar/sturgeon, hemp/hempcrete, buffalo and wild game processing, and value-added products.	Land Enterprises/Yakama Farms
Objective 3	**Tourism:** Explore new tourism, retail, and visitor experiences that bring new spending into Yakama Nation.	**Leads**

Action 1	Conduct market and site analyses for tourism and retail ventures such as family entertainment attractions, new visitor nodes, wildlife and agritourism, and standalone cultural experiences.	Legends/Yakamart/Land Enterprises/ OED/Economic Development
Action 2	Evaluate opportunities for family-oriented entertainment (e.g., mini golf, go-karts, indoor play spaces) that do not duplicate existing enterprise upgrades.	Legends/Yakamart/Land Enterprises/ OED/Economic Development
Action 3	Expand Yakama-led cultural tourism offerings that honor the knowledge, history, and traditions of the Yakama people.	Cultural Center/Economic Development
Action 4	Partner with existing regional tourism organizations to integrate Yakama enterprise offerings into regional tourism packages and itineraries.	Legends/Yakamart/Economic Development
Objective 4	**Partnerships:** Strengthen Tribal-to-Tribal, regional, and cross-border partnerships to open new markets and reduce startup risk.	**Leads**
Action 1	Develop Tribe-to-Tribe and regional partnership economic agreements for trade, joint ventures, shared distribution, and resource development.	Economic Development/Enterprises/ Legal Counsel
Action 2	Revive old trade routes with our neighboring Tribes and explore cross-border partnerships with First Nations.	Economic Development/Enterprises/ Legal Counsel
Action 3	Participate in regional and intertribal economic development forums to identify emerging sectors and partnership opportunities.	Economic Development/Enterprises/ Administration
Action 4	Create due diligence process when evaluating potential partnerships or investors.	OED/Economic Development

Evaluation Framework

The Evaluation Framework describes how the Yakama Nation will track progress implementing this CEDS and assess its impact on the regional economy. Measures are designed to answer "How are we doing?" and "What can we do better?" by pairing near-term implementation indicators (e.g., plans completed, projects advanced, funding secured, services expanded) with longer-term outcomes (e.g., jobs and wages, private and public investment leveraged, household income, and improved access to infrastructure and services). Metrics cascade from the CEDS vision, goals, objectives, and action items, and will be updated through regular check-ins and an Annual Performance Report to keep the CEDS current, accountable, and responsive to community priorities.

Goal	Evaluation Metrics	Annual Goals
Goal 1: Invest in Our Infrastructure	**Planning:** # of major plans/policies completed and formally adopted (e.g., master plan, land-use framework, infrastructure impact assessment policy, unified permitting process).	# plans, # policies
	Water: # of water/sewer/irrigation projects started/completed; linear feet/miles improved (as applicable).	# projects, # miles improved
	Energy: % of existing 34.5kV transmission upgraded to 115kV; # of apprentices starting and completing the Yakama Apprenticeship Program	% transmission upgrades; # apprentices
	Broadband: # of households served; % of Yakama Territory experiencing speeds 100/20 mbps	# households, % of Territory
	Transportation: # of corridor safety projects completed (e.g., lighting, signage, reflectors, roundabouts).	# projects
	Capital Projects: $ grant dollars released/received; $ match assembled; # of coordinated applications submitted/awarded.	$ grant dollars, $ match, # awarded applications
	Resiliency: % of new infrastructure projects that include resilience criteria (e.g., design standards/checklist completed).	% projects
	Workforce: # of apprentices enrolled/completing; # of certifications earned (HVAC, plumbing, heavy equipment, broadband install, etc.); % of completers placed in jobs within Yakama Nation enterprises/Tribal Government/partner contractors.	# of apprentices, # certificates, % job secured

	Enterprises: # of priority facility/infrastructure upgrades completed (e.g., roads/utilities/broadband/water/sewer/parking)	# projects
Goal 2: Invest in Our Communities	**Housing:** # of new housing units built in Yakama Territory; # of housing sites with utility-readiness plans completed	# housing units, # housing sites
	Health: # of Tribal Members participating in wrap-around programs; # of Tribal Members trained/placed in health jobs	# of Tribal Members
	Family Services: # of Tribal Members accessing Yakama childcare services and Legend Casino Hotel's childcare division; % completion & implementation of communication plan; % of foster placements maintained in Yakama homes; # of Tribal Members using Pahto Transit	# of Tribal Members, % placements, # of community communications
	Culture: # of coordinated cultural/language initiatives across departments; # of facilities/signage/events incorporating Ichishkíin	# initiatives, # facilities/signage/events
Goal 3: Invest in Our Enterprises	**Coordination:** # of cross-enterprise promotions; % of enterprises with annual performance review completed	# promotions; % annual performance review
	Legends Casino: # of amenity upgrades completed; # milestones for site 2 and site 3 planning; hotel occupancy rates; $ revenue generated	# upgrades, # milestones, % occupancy, $ revenue
	Yakamart: # milestones for for future site planning; $ sales growth	# milestones, $ revenue
	Land Enterprise: # of parcels assessed for highest and best land use; # planning milestones for fresh product transportation options	# parcels; # milestones
	Yakama Farms: # plans completed (e.g, diversification plan, business plans); $ revenue generated; # contracts or buyers secured	# plans, $ revenue, # contracts
	Yakama Forest Products: % of feasibility study recommendations implemented; $ invested in modernization; $ revenue generated	% implemented; $ investment; $ revenue
	Workforce: % of management roles filled by Tribal Members; % management participating in annual specialized trainings; # Yakama youth participating in enterprise internships/job shadow experiences	% of management; # Yakama youth

Goal 4: Support Tribal Member Prosperity	**Financial Literacy:** # of participants completing financial literacy modules; average annual credit score change of participants	# of participants; change in credit score
	Entrepreneurship: # of participants in Yakama programs; # of new Tribal Member businesses launched/expanded; $ of financing approvals for Yakama Tribal entrepreneurs	# of Tribal Members; # Tribal Member enterprises; $ financing
	Education: # of new language/curriculum partnerships; attendance rates, graduation rates	# partnerships; attendance rates, graduation rates
	Training and Certifications: # of pathway programs launched; # of Tribal Members earning certifications by sector	# programs; # Tribal Members
	Employment Support: # of pay/benefit or career-ladder adjustments implemented; retention rate in Tribal enterprises/Tribal Government	# adjustments; retention rate
Goal 5: Evaluate Our Governance Structure	**Unity:** # of bi-annual alignment reviews completed; % of action items with clear next steps after reviews	# reviews; % action items
	Governance: # planning milestones for governance structure; # of governance/investment policies adopted	# milestones, # policies
	Regulation: # of codes reviewed/updated (taxation, licensing, UCC, permitting); # process documents published and circulated	# codes, # published
	Land: # of interdepartmental land-use coordination protocols adopted, # acres reacquired	# protocols, # acres
	Treaty: # of major economic decisions/projects with Treaty impact review completed; type of sovereign economic tools implemented (documented and reflected upon)	# decisions; # and type of tools
Goal 6: Pursue New Markets	**Planning:** # diversification plans and investment criteria adopted and published; # of sectors screened;	# plans, # criteria, # sectors
	Emerging Industries: # of targeted feasibility studies completed; # of go/no-go determinations made using the criteria	# studies, # determinations
	Tourism: # of Yakama-led cultural tourism products launched; $ package sales or partner-referral metrics	# products, $ sales
	Partnerships: # of Nation-to-Tribe, Nation-to-First Nation, and regional agreements executed; $ capital secured through partnerships	# agreements, $ capital

Workforce Development

The Yakama Nation has long invested in workforce development as a core expression of sovereignty and self-determination. The CEDS builds on that strong foundation by strengthening clear career pathways into Yakama enterprises and Tribal Government, expanding earn-and-learn training in high-demand fields, and reducing barriers that prevent Tribal Members from completing training and staying employed. This approach is designed to meet employer needs today while preparing the workforce to adapt to changing economic conditions.

Yakama Nation Workforce Priorities

The Yakama workforce plan focuses on connecting training directly to real jobs, supporting advancement over time, and ensuring Tribal Members have the wraparound support needed to participate fully in education and employment. Priorities include:

- Enterprise-linked training that aligns with hiring demand across Yakama enterprises and Tribal Government.
- Earn-and-learn pathways, including apprenticeships that lead to recognized certification.
- Youth pathways such as internships, job shadowing, and entry-level work experience.
- Leadership and supervisory development to support advancement and retention.
- Wraparound supports (e.g., transportation and childcare) so training remains accessible.
- Coordinated planning and forecasting so training investments match workforce needs.

Workforce development is advanced through an integrated network of Yakama programs, departments, and enterprises. Together, these entities support education pathways, training delivery, job placement, retention, and the supports that help families succeed.

Training and Job Pathways	Enterprises that Provide Jobs, Training, and Career Ladders
• Yakama Nation Higher Education Program • Yakama Nation Native Workforce Development Services • Yakama Nation Tribal Employment Rights Office • Legends Casino SOAR Program • Yakama Power Apprenticeship Program	• Legends Casino Hotel • Yakama Nation Credit Enterprise • Yakama Nation Farms • Yakama Forest Products • Yakama Power • Yakama Nation Land Enterprise • Yakamart Inc.
K–12 and Lifelong Learning Supports	**Wraparound Supports that Enable Participation**
• Yakama Nation Tribal School • Yakama Nation Tribal School Johnson-O'Malley (JOM) Committee	• Pahto Public Passage • Yakama Nation Childcare Development Fund

External Workforce Development Partners

Yakama Nation will continue strengthening partnerships with regional and statewide institutions to expand training options, increase credential attainment, and connect Tribal Members to high-quality jobs. Key partners include:

- South Central Workforce Development Council and WorkSource
- Heritage University
- Yakima Valley College
- Central Washington University Yakima
- Perry Technical Institute
- Washington-recognized apprenticeship sponsors and intermediaries
- Labor unions and employer associations that support apprenticeship placement and completion
- Native entrepreneurship and small business partners such as ONABEN, ATNI Economic Development Corporation, and the Center for Inclusive Entrepreneurship

This workforce plan supports long-term economic resilience by building transferable skills, strengthening career ladders, and creating systems that can respond quickly to staffing needs during disruptions. It also reflects Yakama values by investing in people, strengthening families, and recognizing that every Yakama Tribal Member is valuable, no matter where they live.

Image: Workers in Yakama Nations Cabbage Field

Economic Resilience

Regional prosperity is closely tied to a community's ability to anticipate, withstand, and recover from disruptions ("shocks") to its economic base. In the context of economic development, resilience is more than bouncing back quickly. It is the ongoing work of preparing for uncertainty, understanding how risk affects key economic assets, and building the capacity to respond effectively when disruptions occur. Shocks may be triggered by broad national or global economic downturns that reduce demand for goods and services, declines in specific industries that anchor local employment, or external events such as natural disasters, infrastructure failures, or the loss of a major employer. For the Yakama Nation, economic resilience is grounded in sovereignty and the ability to exercise Treaty-protected rights in ways that sustain the Nation's people, lands, and economy through changing conditions. The Treaty and Treaty rights are not only foundational legal frameworks; they also affirm long-standing relationships to lands, waters, first foods, and cultural practices that support community wellbeing. Resilience planning must recognize that economic strength is inseparable from the health of natural resources, cultural continuity, and the Yakama people's ability to maintain traditional ways of life.

Regional Vulnerabilities and Resilience Priorities

The CEDS process and action items identify vulnerabilities that can amplify the impacts of shocks. These vulnerabilities also point to clear resilience priorities: strengthening critical infrastructure systems; supporting business continuity and local enterprise stability; expanding workforce pathways that allow workers to shift across sectors; and improving internal coordination to mobilize resources quickly when disruptions occur.

Steady-state and Responsive Resilience

The Yakama Nation CEDS advances resilience through two complementary approaches. These approaches are present throughout the Yakama Nation CEDS action plan, across the goals, objectives, and action items.

Steady-state Initiatives

These are proactive investments and policies that strengthen the economy before a disruption occurs, or during "blue skies." Steady-state resilience includes:

- **Integrated planning and alignment:** Coordinating long-range economic development priorities with related planning and funding efforts (e.g., hazard mitigation, infrastructure planning, workforce initiatives) to reduce risk and improve readiness.

- **Diversification and cluster development:** Broadening the economic base by supporting industries that build on Yakama assets and competitive strengths while providing stability when any single industry faces downturns.

- **Business retention, expansion, and continuity:** Strengthening enterprise supports and business continuity practices so businesses are better prepared for supply-chain disruptions, emergency closures, or market shifts and can recover faster.

- **Workforce resilience:** Expanding job-driven skills strategies and wraparound supports that help Tribal Members access training, maintain credentials, and transition between jobs or industries when needed.

- **Infrastructure redundancy and reliability:** Building resilience into water, wastewater, energy, transportation, and broadband systems so commerce and public safety can continue during emergencies and service interruptions.

Responsive Initiatives

These are the tools, relationships, and protocols that support the Nation and its partners to respond quickly to disruptions or periods of "gray skies." Responsive resilience includes:

- **Pre-disaster recovery planning:** Defining key stakeholders, roles, responsibilities, and decision pathways to reduce confusion and delays during emergencies.

- **Communication networks and data readiness:** Maintaining up-to-date contact pathways and information systems that can rapidly assess business and community needs, track impacts, and guide recovery actions.

- **Coordinated external engagement:** Establishing mechanisms to communicate with local, state, federal, and regional partners to align response efforts and pursue recovery funding.

Governance as a Resilience Strategy

Across both steady-state and responsive initiatives, effective governance is a core resilience asset. The Yakama Nation's resilience approach emphasizes having the right governance structure to coordinate across Tribal Government, enterprises, departments, and external partners. Clear governance reduces delays, supports accountability, and creates consistent pathways to prioritize investments, communicate with the community, and mobilize resources. This focus on governance also supports the Nation's ability to exercise sovereignty and protect Treaty rights during changing conditions. Strong governance helps ensure that recovery and long-term investments are aligned with Yakama values, protect cultural resources, and support community-defined priorities.

Resilience Rooted in Yakama Nation People and Culture

Economic resilience for the Yakama Nation is also about people. Resilience stems from honoring traditional ways of life, protecting first foods and culturally important places, and strengthening community health. Every Yakama Tribal Member is valuable, and resilience planning recognizes the full Yakama community, including Members living both within and beyond the Territory. By grounding economic development in identity, culture, and community well-being, the CEDS positions resilience as a commitment to sustaining the Nation for future generations.

Appendices

Appendix A: Yakama Nation CEDS Process, Participation, and Inputs

Special thanks to the members of the Yakama Nation CEDS Committee, as listed on the right. Additional thanks to the Yakama Tribal Members and community members who participated in the Yakama CEDS Community Survey (CEDS Survey) and Yakama staff who provided input and reviewed the draft CEDS. And a special thank you to the Yakama Nation Economic Development Department, which initiated the CEDS planning process to build the foundation for the Yakama Nation's prosperous future.

Planning, Organization, and Governance

Lead Department and Project Team. The Yakama Nation Economic Development Department (EDD) serves as the lead planning entity for the CEDS. The mission of the EDD is to "recommend opportunities to create jobs and increase revenue for the Yakama Nation through development of a sovereign and sustainable economy while preserving our traditional and cultural values, and protection of the rights of the Treaty of 1855." Blue Stone Strategy Partners, a tribally owned, Native-owned advisory firm specializing in strategic planning, economic development, and governance, works with Tribal Nations across Indian Country and supports the EDD throughout the CEDS process.

Yakama Nation CEDS Committee Representation

- Overall Economic Development (OED) Committee
- Legends Casino Hotel
- Yakama Forest Products
- Yakama Nation Credit Enterprise
- Yakama Nation Cultural Heritage Center
- Yakama Nation Department of Natural Resources
- Yakama Nation Department of Revenue
- Yakama Nation Economic Development Department
- Yakama Nation Farms
- Yakama Nation Finance Office
- Yakama Nation Housing Authority
- Yakama Nation Land Enterprise & Yakama Nation Networks
- Yakama Nation Tribal Administration
- Yakama Nation Tribal Employment Rights Office
- Yakama Nation Zoning Administration
- Yakama Power
- Yakamart Inc.

Lead Committee: The Overall Economic Development (OED) Committee oversees the Yakama Nation Economic Development Department and the overall CEDS process.

Yakama CEDS Committee. The Yakama CEDS Committee provides overall guidance and includes representatives from the Tribal Council OED Committee, OED, other Yakama Nation departments, and Yakama enterprises. The Committee convened in person on September 11, 2025, met virtually on October 16, 2025, and remained active through ongoing coordination. Early process materials scoped participation as 3–4 virtual meetings, optional Tribal Council touchpoints, and 1–2 small-group strategy sessions during the planning window.

Yakama Leadership. Both the Yakama Tribal Council and General Council attended presentations on the Yakama Nation CEDS process and progress to date. In November 2025, the Tribal Council approved participation of the CEDS Committee, confirming the committee's role in guiding the development of the CEDS. [To be included in future drafts: Input on draft report from General Council and Tribal Council].

Planning Approach and Timeline

The CEDS was structured as a sequenced planning process that integrates (1) community and leadership input, (2) Tribal and secondary data analysis, and (3) prioritization into an action plan with performance measures and review mechanisms. Planning materials estimated an overall planning timeline of approximately August 2025 through March 2026. Key milestones and touchpoints included:

- **CEDS Kickoff Planning Work Session (in person):** September 11, 2025, Yakama Nation Cultural Heritage Center, 14 Tribes Room
- **CEDS Committee Meeting (virtual):** October 16, 2025
- **Tribal Council Briefing and Approval of CEDS Committee Participation (virtual and in person):** November 6, 2025
- **CEDS Committee Action Planning:** December 2025
- **CEDS Committee Draft Review:** January 2026
- **CEDS Public Comment Period:** January 20 - February 20, 2026

Data and Analysis

The CEDS integrates community input with secondary data analysis and Yakama-specific data sources. Planning materials identify analysis inputs, including publicly available data (demographics, income, housing, and market information) and Yakama Tribal Member location information (zip codes and enrollment counts for adult members).

Community Engagement and Outreach

The Yakama CEDS engagement strategy combined in-person discussion, leadership engagement, and broad-based community input. A primary engagement tool was the CEDS survey, which was available online (SurveyMonkey) and in hard copy at community events and through OED. To encourage participation and reach members across the communities, outreach included:

- Multiple rounds of raffle prizes, supported by Yakamart Inc., Legends Casino Hotel, and OED.
- Mailers, including 8,261 flyers, were mailed to Yakama Tribal Members.
- Social media and Tribal website promotion, including safe linking to avoid survey scams.
- In-person outreach at the Central Washington State Fair and Wanapum Elders Day.
- Partnerships with Yakamart Inc., Legends Casino Hotel, and Heritage University.
- Targeted outreach through visits to communities along the Columbia River.

The CEDS survey was open from September 19 through October 28, 2025, and received 947 responses, including more than 300 hard copy submissions. Overall participation among Yakama Tribal Members was 9.9%, indicating strong community engagement in the voluntary planning process. In addition to the CEDS Survey, the OED Committee included a CEDS update in their November 2025 community presentation, and the project team presented it to the General Council in January 2026.

Appendix B: Summary Background Charts & Tables

The CEDS main section includes Yakama Nation Tribal Member data. To add regional context for economic conditions affecting the Yakama Nation, this section includes economic data for the counties within Yakama Territory where more than 1% of Yakama Tribal Members reside, Yakima (40%) and Klickitat (5%). Washington state or U.S. data is included for comparison from similar sources, when available.

Chart 1: Resident Population of Yakima and Klickitat Counties (2014 - 2024)

Yakima and Klickitat counties have both grown in population, reaching their highest levels in 2024. Since 2014, Yakima County has grown more slowly than Washington state overall, while Klickitat County has grown faster.
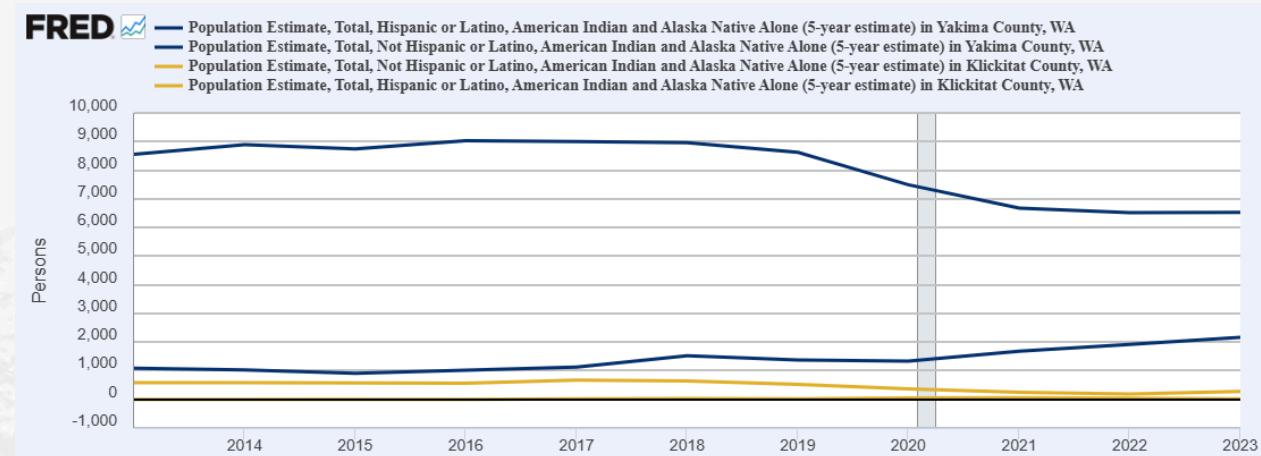
Changes in Resident Population of Yakima and Klickitat Counties from 2014 - 2024				
	Population (2024)	Population (2014)	Population Change 2014	Population % Change since 2014
Yakima County	258,523	246,748	11,775	4.8%
Klickitat County	24,124	20,863	3,261	15.6%
Washington State	7,958,180	7,057,531	900,649	12.8%
Source: US Census Bureau[20]				

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[20]US Census Bureau, Resident Population in Yakima County, WA and Klickitat County, WA, retrieved from FRED, Federal Reserve Bank of St. Louis; https://fred.stlouisfed.org/graph/?g=1Q0Iq, January 5, 2026.

Chart 2: Population Estimate of American Indian and Alaska Native, Alone in Yakima and Klickitat Counties (2013 - 2023)
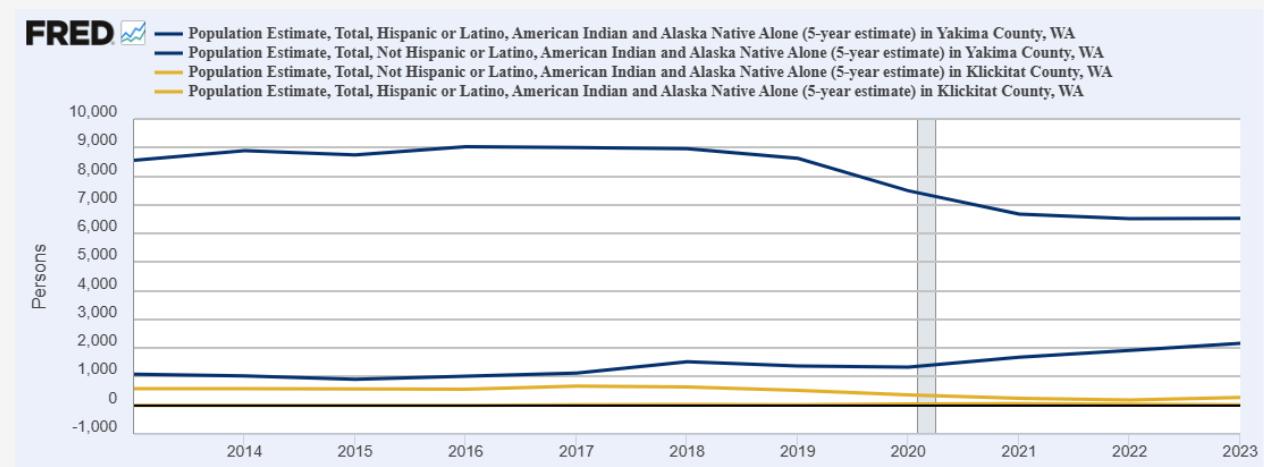
American Indian and Alaska Native (Alone) Population in Yakama Nation Areas from 2013 - 2023				
	2023 Population	2013 Population	Population Change Since 2013 (%)	2024 AI/AN % of Population[21]
Yakima County	8,691	9,635	-9.8%	7.1%
Klickitat County	294	581	- 49.4%	2.7%
Washington State				2.1%
Source: US Census Bureau[22] [23]2				

[21] Numbers from the US Census Bureau Quickfacts differ slightly than from other US Census Bureau reports. Numbers are included here as a reference. https://www.census.gov/quickfacts/fact/table/WA,klickitatcountywashington,yakimacountywashington/PST045224

[22]US Census Bureau, Population Estimate, Total, Hispanic or Latino and Not Hispanic or Latino, American Indian and Alaska Native Alone (5-year estimate) for Yakima and Klickitat County, retrieved from FRED, Federal Reserve Bank of St. Louis; https://fred.stlouisfed.org/graph/?g=1Qh7N , January 6, 2025.

[23] County data comes from the U.S. Census Bureau "County Poverty Status" Release. Data for Washington State and the United States comes from the "Small Area Income and Poverty Estimates" Release. Methodology differences may exist between data sources, and estimates from different sources are not directly comparable. Data is included here for a general reference, not as direct comparison.

Chart 3: Percent of Population Below the Poverty Level in Yakima and Klickitat Counties (2013 - 2023)
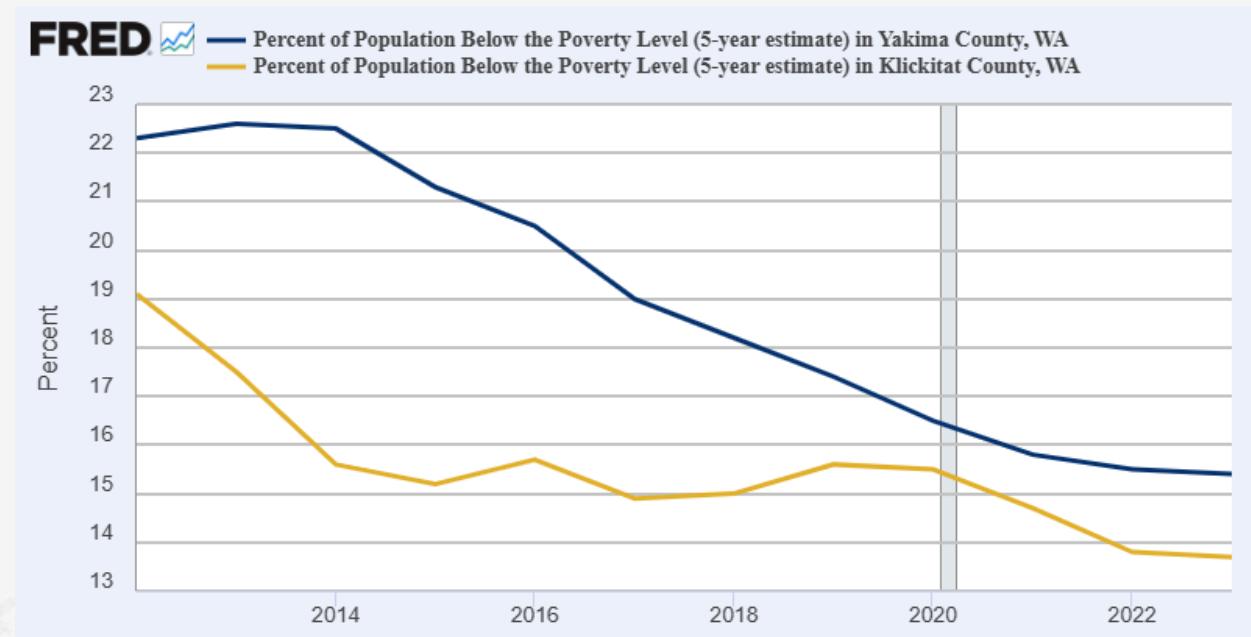
Percent of Population Below the Poverty Line in Yakama Nation Areas from 2013 - 2023				
	2023	**2013**	**Percent Change**	**Difference from US Average**
Yakima County	15.4%	22.6%	-31.9%	+2.9%
Klickitat County	13.7%	17.5%	-21.7%	+1.2%
United States	12.5%	15.8%	-20.9%	
Source: US Census Bureau[24] [25]				

[24] County data comes from the U.S. Census Bureau "County Poverty Status" Release. Data for Washington State and United States comes from the "Small Area Income and Poverty Estimates" Release. Methodology differences may exist between data sources, and estimates from different sources are not directly comparable. Data is included here for a general reference, not as direct comparison.
[25] US Census Bureau, Percent of Population Below the Poverty Level (5-year estimate) in Yakima County, WA [S1701ACS053077] and Klickitat County, WA [S1701ACS053039], retrieved from FRED, Federal Reserve Bank of St. Louis; https://fred.stlouisfed.org/graph/?g=1Q103, January 5, 2026.

Table 1: Yakama Territory[26] Employment Data by LQ

Yakama Territory Industries with Employment Concentrations LQ > 1	
Description	**Employment Concentration**
Crop Farming	4.31
Agricultural Inputs and Services	2.67
Upstream Chemical Products	1.72
Food Processing and Manufacturing	1.08
Source: StatsAmerica[27]	

Table 2: Yakima County Employment Data by LQ

Yakima County Industries with Employment Concentrations LQ > 1	
Description	**Employment Concentration**
Crop Farming	44.74
Agricultural Inputs and Services	33.12
Livestock Farming	7.12
Plastics	3
Food Processing and Manufacturing	2.71
Livestock Processing	2.67
Forestry	1.68
Paper and Packaging	1.62
Trailers, Motor Homes, and Appliances	1.54
Local Community and Civic Organizations	1.42
Downstream Metal Products	1.34
Local Education and Training	1.14
Government	1.09
Local Household Goods and Services	1.05
Electric Power Generation and Transmission	1.02
Source: StatsAmerica[28]	

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[26] Yakama Territory includes data from these counties: Adams County, WA; Benton County, WA; Chelan County, WA; Douglas County, WA; Franklin County, WA; Grant County, WA; Kittitas County, WA; Klickitat County, WA; Yakima County, WA.

[27] Indiana Business Research Center. Regionizer Industry Clusters. StatsAmerica. Retrieved January 5, 2026, from https://www.statsamerica.org/regions/

[28] Indiana Business Research Center. Regionizer Industry Clusters. StatsAmerica. Retrieved January 5, 2026, from https://www.statsamerica.org/regions/

Table 3: Klickitat County Employment Data by LQ

Klickitat County Industries with Employment Concentrations LQ > 1	
Description	**Employment Concentration**
Crop Farming	34.99
Forestry	16.79
Agricultural Inputs and Services	13.36
Jewelry and Precious Metals	12.74
Environmental Services	12.34
Wood Products	11.83
Aerospace Vehicles and Defense	7.79
Plastics	6.2
Livestock Farming	5.72
Nonmetal Mining	4
Food Processing and Manufacturing	3.67
Upstream Metal Manufacturing	2.91
Local Education and Training	2
Local Community and Civic Organizations	1.6
Construction Products and Services	1.37
Government	1.35
Electric Power Generation and Transmission	1.35
Local Logistical Services	1.32
Water Transportation	1.26
Information Technology and Analytical Instruments	1.24
Leather and Related Products	1.16
Source: StatsAmerica[29]	

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[29] Indiana Business Research Center. Regionizer Industry Clusters. StatsAmerica. Retrieved January 5, 2026, from https://www.statsamerica.org/regions/

Table 4: Yakama Territory Employment Data by Job Count

Yakama Territory Industries with the Highest Estimated Employment Counts (Top 20)		
Description	**2023 Job Count**	**Average Wages**
Crop Farming	48,658	$28,544
Local Health Services	38,541	$56,427
Local Education and Training	27,550	$45,968
Local Hospitality Establishments	26,249	$18,998
Local Real Estate, Construction, and Development	25,620	$53,260
Agricultural Inputs and Services	22,805	$33,235
Government	17,659	$64,012
Local Community and Civic Organizations	13,168	$27,415
Distribution and Electronic Commerce	12,714	$61,272
Food Processing and Manufacturing	12,570	$45,046
Local Commercial Services	11,620	$43,734
Local Motor Vehicle Products and Services	10,926	$38,952
Local Food and Beverage Processing and Distribution	9,398	$31,288
Business Services	9,366	$90,581
Hospitality and Tourism	9,343	$29,425
Local Logistical Services	6,186	$48,305
Local Utilities	5,969	$99,243
Local Personal Services (Non-Medical)	5,472	$26,751
Local Household Goods and Services	4,977	$37,090
Local Financial Services	4,440	$57,874
Source: StatsAmerica[30]		

[30] Indiana Business Research Center. Regionizer Industry Clusters. StatsAmerica. Retrieved January 5, 2026, from https://www.statsamerica.org/regions/

Table 5: Yakima County Employment Data by Job Count

Yakima County Industries with Highest Estimated Employment Counts (Top 20)		
Description	**2023 Job Count**	**Average Wages[31]**
Crop Farming	20,085	$29,871
Local Health Services	**13,556**	**$54,789**
Agricultural Inputs and Services	10,743	$33,703
Local Education and Training	**7,913**	**$46,101**
Government	6,493	$60,727
Local Hospitality Establishments	6,433	$18,415
Local Real Estate, Construction, and Development	**5,613**	**$49,759**
Local Community and Civic Organizations	4,874	$28,349
Distribution and Electronic Commerce	**4,134**	**$58,606**
Local Motor Vehicle Products and Services	3,086	$38,062
Local Food and Beverage Processing and Distribution	2,946	$31,679
Food Processing and Manufacturing	2,491	$44,528
Local Commercial Services	2,170	$42,072
Hospitality and Tourism	1,726	$28,076
Local Personal Services (Non-Medical)	1,586	$25,141
Livestock Farming	1,584	$41,530
Plastics	**1,579**	**$56,590**
Local Household Goods and Services	1,557	$39,773
Local Logistical Services	1,380	$44,062
Business Services	**1,324**	**$85,451**
Source: StatsAmerica[32]		

[31] Lines bolded are above the living wage for 1 adult in Yakima County ($21.68 per hour x 2080 hours). Information acquired from Amy K. Glasmeier, "Living Wage Calculator," Massachusetts Institute of Technology, 2024. Accessed on January 5, 2026, https://livingwage.mit.edu/counties/53077.

[32] Indiana Business Research Center. Regionizer Industry Clusters. StatsAmerica. Retrieved January 5, 2026, from https://www.statsamerica.org/regions/

Table 6: Klickitat County Employment Data by Job Count

Klickitat County Industries with Highest Estimated Employment Counts (Top 20)		
Description	**2023 Job Count**	**Average Wages[33]**
Crop Farming	1,005	$31,566
Local Education and Training	**887**	**$47,046**
Local Health Services	534	$58,564
Government	515	$58,907
Local Real Estate, Construction, and Development	**379**	**$45,260**
Local Community and Civic Organizations	350	$28,700
Local Hospitality Establishments	333	$16,959
Agricultural Inputs and Services	277	$53,706
Aerospace Vehicles and Defense	**249**	**$87,930**
Local Commercial Services	**234**	**$58,542**
Wood Products	**230**	**$48,422**
Local Logistical Services	**228**	**$48,096**
Food Processing and Manufacturing	216	$31,300
Plastics	**209**	**$48,141**
Local Food and Beverage Processing and Distribution	188	$30,643
Local Motor Vehicle Products and Services	170	$28,517
Distribution and Electronic Commerce	**154**	**$66,693**
Hospitality and Tourism	130	$20,643
Education and Knowledge Creation	**129**	**$75,724**
Business Services	**125**	**$96,227**
Source: StatsAmerica[34]		

[33] Lines bolded are above the living wage for 1 adult in Klickitat County ($20.88 per hour x 2080 hours). Information acquired from Amy K. Glasmeier, "Living Wage Calculator," Massachusetts Institute of Technology, 2024. Accessed on January 5, 2026, https://livingwage.mit.edu/counties/53077.
[34] Indiana Business Research Center. Regionizer Industry Clusters. StatsAmerica. Retrieved January 5, 2026, from https://www.statsamerica.org/regions/

Appendix C: Yakama Nation Reservation and Off-Reservation Trust Land Demographics

The U.S. Census Bureau American Community Survey (ACS) 5-year provides estimates for the Census-defined geography "Yakama Nation Reservation and Off-Reservation Trust Land" ("Yakama Reservation Boundary").[35]

*These figures are one lens for understanding conditions for the Yakama people; they do not reflect the full Yakama Tribal Member population, where 65% live in the Yakama Nation Territory and beyond. Many estimates carry margins of error for small geographies; figures should be interpreted as general indicators rather than precise counts.

Place, Population, and Age

The Yakama Reservation boundary is a large, rural area of 2,185.7 square miles, with a population of 30,209 and a modest population density of 13.8 people per square mile. Long distances and low density typically increase infrastructure cost per household and can shape service access, commuting patterns, and housing feasibility. The community is relatively young, with a median age of 29.3 (compared to 38.7 nationally). The largest age groups are children, youth, and young adults: 0–9 (16%), 10–19 (20%), and 20–29 (15%). Older age groups account for smaller shares, including 70–79 (5%) and 80+ (2%). This age profile reinforces the importance of education-to-workforce pathways, family supports, and long-term workforce development.

Indicator	Yakama Reservation-Boundary	U.S.	Above or Below U.S.	Compared to the U.S. Level
Median Age	29.3	38.7	Below	0.76x

Families

There are 8,269 households in the Yakama Reservation-Boundary, with 3.6 persons per household, larger than the U.S. average. Fertility is 1.42 times higher than the national rate. For marital status for those age 15 and over: never married is 47% for men and 40% for women; now married is 44% for men and 43% for women; divorced is 7% for men and 9% for women; widowed is 3% for men and 7% for women.

Indicator	Yakama Reservation-Boundary	U.S.	Above or Below U.S.	Compared to the U.S.
Household Size	3.6	2.5	Above	1.44x
Fertility	7.4%	5.2%	Above	1.42×

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[35] U.S. Census Bureau (2023). American Community Survey 5-year estimates. Retrieved from Census Reporter Profile page for Yakama Nation Reservation and Off-Reservation Trust Land
<http://censusreporter.org/profiles/25000US4690-yakama-nation-reservation-and-off-reservation-trust-land/>

Sex, Race, and Ethnicity

The population is 52% male and 48% female. Sixty-five percent (65%) of residents identify as Hispanic, while 15% identify as Native and 15% identify as White, and the remaining 5% identify as Black, Asian, Islander, Other, or Two or more races.

Income and Poverty

Income levels are below U.S. averages, and poverty is about 1.4 times higher than the U.S. rate. Per capita income is $22,398, about half the U.S. figure of $43,289, and median household income is $66,190, about 80% of the U.S. figure of $78,538. Household income is distributed across brackets, with 38% of households earning less than $50,000, 35% earning $50,000 to $100,000, 23% earning $100,000 to $200,000, and 5% earning $200,000 or more. Overall, 17.8% of residents are below the poverty line.

Indicator	Yakama Reservation-Boundary	U.S.	Above or Below U.S.	Compared to the U.S.
Income Per Capita	$22,398	$43,289	Below	0.52×
Median Household Income	$66,190	$78,538	Below	0.84×
Poverty Rate	17.8%	12.4%	Above	1.44×

Commuting

Most workers commute by car, and average commute times are relatively moderate. The mean travel time to work is 20.8 minutes, which is about 80% of the U.S. figure of 26.6 minutes. Among workers aged 16 and over, 74% drive alone and 17% carpool, while 5% work at home and smaller shares walk, use public transit, or commute by other modes.

Educational Attainment

Educational attainment is lower than the national average, with fewer residents holding high school diplomas and college degrees.

Indicator	Yakama Reservation-Boundary	U.S.	Above or Below U.S.	Compared to the U.S.
High School Graduate or Higher	68%	89.4%	Below	0.76×
Bachelor's Degree or Higher	11.8%	35%	Below	0.34×

Housing Stability

Housing is largely occupied, with most households owning their homes and relatively little year-to-year movement. Currently, there are 8,705 housing units, with 95% of them occupied.

Indicator	Yakama Reservation-Boundary	U.S.	Above or Below U.S.	Compared to the U.S.
Occupancy Rate	95% occupied	90%	Above	1.06x
Tenure	60% owner-occupied 40% renter occupied	65% 35%	Below Above	0.92x 1.14x
Median value (owner-occupied)	$216,400	$303,400	Below	0.71x
Mobility	8.6%	12.7%	Below	0.68x

Veterans and Place of Birth

The foreign-born population is 24.5%, with most foreign-born residents originating from Latin America, which is more than 1.5 times the U.S. rate of 13.9%. Veterans make up 2.9% of the population, totaling 592 veterans, which is about half the U.S. rate of 6.4%.

Appendix D: Tribal CEDS Survey

Yakama Nation

Comprehensive Economic Development Strategy (CEDS)
Community Survey Report

Prepared by Blue Stone Strategy Partners

Yakama Nation Comprehensive Economic Development Strategy (CEDS)

Community Survey Report – December 2025

Survey Background and Outreach

The Yakama Comprehensive Economic Development Strategy (CEDS) community survey was open from September 19 through October 28, 2025, and gathered valuable input from Yakama Tribal Members about their priorities for the Nation's economic future. The survey was available both online through SurveyMonkey and in hard copy at community events and the Office of Economic Development. To encourage participation, the CEDS survey was promoted through extensive outreach and community partnerships. These combined efforts helped ensure that a wide range of Yakama voices were represented in the survey.

- **Raffle:** Multiple rounds of raffle prizes were offered to encourage participation, with generous support from Yakamart, Legends Casino, and the Office of Economic Development.
- **Mailers:** A total of 8,261 flyers were mailed to Yakama Tribal Members to share information about the survey and how to participate.
- **Social Media:** Posts were shared on official platforms and linked directly to the Yakama website to ensure safety and avoid survey scammers.
- **Tribal Website:** The survey was posted on Yakama.com, and the flyer was also included in the online newsletter.
- **Events:** In-person outreach took place at the Central Washington State Fair and Wanapum Elders Day to reach community members directly.
- **Partnerships:** The Office of Economic Development collaborated with Yakamart, Legends Casino, and Heritage University to broaden community engagement.
- **Targeted Outreach:** Additional outreach was conducted through visits to communities along the Columbia River to connect with Tribal Members living in more remote areas.

Survey Response

The Yakama CEDS survey received a strong response, reflecting widespread community engagement and interest in shaping the Nation's economic future.

- **Participation:** A total of 947 responses were received, including more than 300 hard copy submissions collected at events and through the Office of Economic Development.
- **Representation:** Overall, 9.9% of all Yakama Tribal Members participated in the survey—an exceptional level of engagement for a voluntary planning effort.

Summary of Survey Findings

Key Themes

Growing Concern About Long-Term Financial Health and Stability

- Many respondents worry about the Nation's financial stability and the sustainability of per capita distributions.
- People express concern about limited revenue diversification and dependence on a small number of enterprises.
- Several comments reflect fear of falling behind other Tribes economically.

Strong Commitment to Cultural Values, Sovereignty, and Caring for the Community

- Many respondents emphasize culture, land stewardship, language, and Treaty rights as essential guides for future economic decisions. Participants frequently describe a desire for economic growth that protects cultural identity and honors ancestors.
- Taking care of youth, elders, and families emerges as one of the clearest shared values across the survey. Comments reflect the belief that economic development should strengthen unity, mutual support, and long-term well-being for future generations.

Persistent Concerns About Governance, Transparency, and Institutional Trust

- Many participants raise concerns about decision-making processes and the clarity of leadership roles. Participants describe worries about outdated governance structures, political interference, and nepotism.
- People request more frequent financial reporting, complete audits, and clearer communication about budgets and major decisions. Comments reflect a desire to strengthen oversight and rebuild trust in how choices are made.

Broad Support for Diversifying the Economy and Strengthening Tribal Enterprises

- Participants show high interest in expanding existing enterprises and exploring new business ventures. People express optimism about opportunities in tourism, natural resources, agriculture, and family-friendly amenities.
- Many participants want to see more Tribal Member–owned businesses and support efforts to grow entrepreneurship.
- The survey shows strong enthusiasm for building a more diverse, resilient Tribal economy that creates jobs and increases financial independence.

Urgent Social and Community Challenges Impacting Economic Well-being

- Housing shortages, homelessness, and addiction appear throughout the survey as significant barriers to stability. Respondents describe mental health needs, inconsistent healthcare access, and gaps in treatment options.
- Many participants emphasize that addressing these basic needs is a prerequisite for broader economic development.

Strong Desire for Youth Opportunity, Skilled Workforce Development, and a Future-Oriented Economy

- Respondents highlight the need for stronger job pathways for youth, including internships and apprenticeships.
- Many Tribal Members want more training opportunities in healthcare, energy, cultural resources, and other growing sectors.
- Participants identify childcare, transportation, and training costs as major barriers to employment.
- Comments show a broad desire to build a skilled workforce that supports Tribal self-sufficiency and long-term growth.

Top Statistics from the Survey Results

➢ **Top Concerns:** Financial stability, per capita, & income security (28%), economic development, enterprises & revenue diversification (21%), and leadership & governance (20%) are the themes of the top three concerns (Page 7).

➢ **Economic Priorities:** Basic needs are the most selected economic development priority (69%), followed by youth (65%) and jobs (64%). Nearly half of all participants say self-sufficiency, training, enterprises, transparency, and planning should also be priorities (Page 10).

➢ **Economic Support:** Job training and skill building (48%) and certifications or licenses (44%) are the most needed services to help participate in the Tribal economy. Over one-third of participants need support learning how to manage money (39%) and help with saving for retirement (37%) (Page 12).

➢ **Career Pathways**: Healthcare (34%), retail/wholesale (34%), and gaming (33%) are the top industries of interest for career opportunities. Energy (31%), fishing (31%), and agriculture (31%) are also industries of interest (Page 13).

➢ **Public Service Needs**: Nearly two-thirds of participants say housing (64%) needs the most improvement over the next five years. Education and schools (50%), elder services (47%), healthcare (47%), and children and youth programs (47%) also need improvement (Page 15).

➢ **Unemployment**: 18% of participants are unemployed and looking for work. 22% of participants say "not enough job opportunities available" is the main reason for not finding a job. (Pages 19 and 20).

How to Read This Summary

- Question headers are the exact question wording that appeared in the survey.
- Notes regarding questions will be under the graphs in gray boxes.
- "N" or "n" is the number of people who answered a specific question.

Table of Contents

Survey Results

Q1: Yakama Enrollment Number

Respondents were asked to provide their Yakama Enrollment Number. About 800 unique enrollment numbers were recorded.

Notes Regarding Q1:
- N = 947
- Some respondents noted that they forgot their number, provided an enrollment number from another Tribe, or answered "N/A" or left the section blank.

Q2: I am...

Of all survey participants,
89% identify as **Yakama Enrolled Members** and **5%** identify as **Yakama Descendants**

I am a Yakama Enrolled Member	I am a Yakama Descendant	I am a member of another Tribe	I am not Tribally affiliated
840	44	40	46
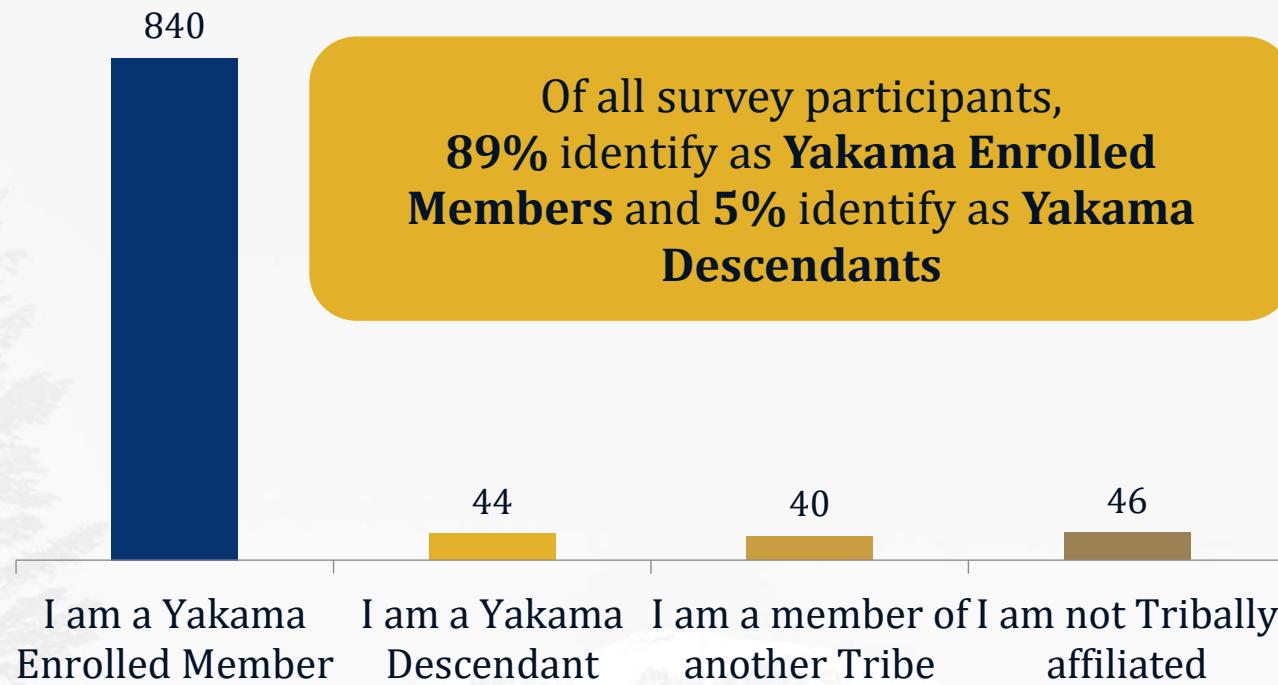
Notes Regarding Q2:
- N = 947
- Most of those who selected "I am a member of another Tribe" (4%) or "I am not Tribally affiliated" (5%) either selected that they work for the Yakama Government or Yakama enterprises in Q8 or that they live within the Yakama Territory in Q16.
- Some participants selected more than one option; therefore, the total percentage of participants is greater than 100 percent.

Q3: The Yakama Nation is working to define its core values for guiding economic development decisions. Which of the following values do you believe should be included?

> "Taking Care of our People" is the **most selected core value** (71%), followed by **"Sovereignty and Our Treaty Rights"** (68%) and **"Respect for Each Other, Our Land, Our Homes, and Ourselves"** (68%)

Bar chart values:
- Taking Care of Our People: 71%
- Sovereignty and Our Treaty Rights: 68%
- Respect for Each Other, Our Land, Our Homes, and...: 68%
- Balance of Our Traditional Ways and the Western World: 63%
- Commitment, Work Ethic, and Quality Workmanship: 62%
- Transparency and Accountability: 58%
- Honor the Family Unit and Responsibilities to Family: 48%
- Resilience and Survivorship: 40%

Notes Regarding Q3:
- n = 787
- Participants were asked to "select all that apply."

Q4: What is your biggest concern about the overall economy/financial health of the Nation?

| Themes of Concerns	Percent	Sentiments Shared
Financial Stability, Per Capita, & Income Security	28%	*Per capita cuts, dependency on per capita, fear of bankruptcy/failure, individual hardship paying bills, cost of living, reliance on grants, worries about future revenue, recommendations for financial literacy programming*
Economic Development, Enterprises & Revenue Diversification	21%	*Casino performance, second casino, RV park, forest products, new businesses; cannabis/alcohol policy as revenue strategy; tourism; "missing out on making money;" need to diversify beyond gaming/timber.*
Leadership & Governance	20%	*Concerns about leadership and enterprise management; revisit governing practices; internal politics; nepotism; desire for a Business Board; fears of neighboring Tribes financially progressing faster.*
Youth, Elders & Family Support	16%	*Focus on elders, youth, children, foster care, families; school checks; programs for kids or elders; caring for future generations.*
Transparency, Accountability, & Trust	15%	*Mentions of audits, fraud, embezzlement, waste; wanting to know where money goes; behind on audits; lack of reporting; distrust in how decisions are made.*
Employment, Jobs, Wages, and Workforce	10%	*Need for jobs, better wages, fair pay; workforce readiness; work ethic; training for careers; minimum wage; people "depending on the Tribe rather than being employed."*
Infrastructure, Programs & Administrative Support	8%	*Roads, utilities, water/sewer, broadband; internal systems such as accounting, audits, and data management; program staffing capacity; internal service quality.*
Physical, Mental, & Behavioral Health Services	7%	*Access to doctors, IHS, clinics; insurance issues; mental health; behavioral health programs; need for treatment centers; fear of losing healthcare benefits.*
Drugs, Alcohol, & Addiction	6%	*Drug and alcohol use; overdoses; "drug epidemic;" crime, street safety, enforcement; jail/treatment interface.*
Land, Resources, Environment & Treaty Rights	6%	*Timber, forest management, water, fish & wildlife, climate change; sacred sites; Treaty rights; food sovereignty; wild horses; environmental impacts.*
Culture, Language, Tradition & Identity	5%	*Protecting language, ceremonies, regalia, traditional foods; loss of tradition; cultural programs; teaching Treaty/culture in schools.*
Homelessness	5%	*Concerns about people and youth experiencing homelessness; people "in the streets"*
Federal Government & Macroeconomic Conditions	5%	*U.S. Administration, federal government shutdown, SNAP cuts, national inflation, tariffs, and external economic concerns.*
Housing	3%	*Housing shortages; elders or families without safe housing; utilities/basic needs.*

Notes Regarding Q4:
- n = 666
- Responses were open-ended and then grouped into themes. The above includes all themes counting for at least 3% of responses.

Q5: The Yakama Nation is defining success for the Tribal economy. Please rank the following from most important to least important.

Option	Weighted Score
Ability to financially care for self, home, family, and each other	5.33
A trained Tribal Member workforce	4.72
Economic self-sufficiency for the Nation	4.2
Business alignment with Yakama cultural values	3.63
Jobs and entrepreneurship opportunities for Tribal Members	3.56
Business diversification to increase financial resilience	3.55
Climate resilience and sustainable development	3.01

> The **ability to financially care for self, home, family, and each other** is the **top indicator of success** for the Yakama economy

Notes Regarding Q5:
- n = 742
- The options in the graph are shown from highest- to lowest-ranked. The numbers reflect a weighted score automatically calculated by SurveyMonkey.
- Some people who completed paper surveys marked an "X" next to a few options they felt were most important instead of ranking all items. In other cases, if a respondent skipped this question, the system automatically kept the original order of options. As a result, rankings may not fully capture every respondent's intent.

Q6: Please describe the economic legacy you would like to leave for the next seven generations of Yakama Tribal members.

Notes Regarding Q6:
- n = 582
- Responses were open-ended and then grouped into themes.
- The size of each word corresponds to how many respondents mentioned that theme; bigger words represent more responses.

Q7: Which economic development priorities should the Nation focus on over the next five (5) years?

> **Basic needs** are the **most selected economic development priority** (69%), followed by **youth** (65%) and **jobs** (64%)

Priority	Percentage
Basic Needs	69%
Youth	65%
Jobs	64%
Self-sufficiency	49%
Training	46%
Enterprises	45%
Transparency	45%
Planning	45%
Partnerships	36%
Vision	34%
Infrastructure	31%
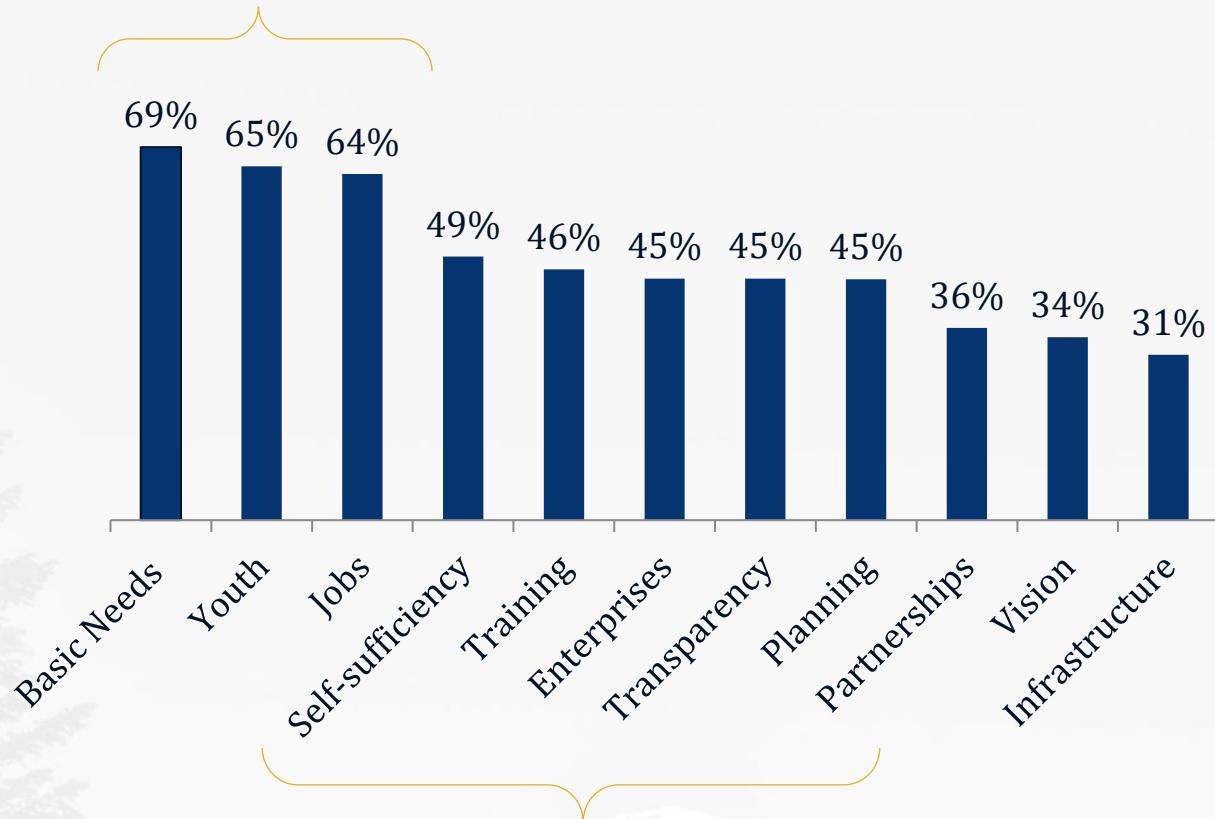
> **Nearly half** of all participants say **self-sufficiency, training, enterprises, transparency**, and **planning** should also be **priorities**

Notes Regarding Q7:
- n = 766
- Participants were asked to "select their top five (5)."

Q8: Yakama Tribal members are essential to the Yakama economy. Please share all the ways you contribute to the Yakama economy.

57% of participants **support family members** who contribute to the Yakama economy

50% buy from **Yakama enterprises**

26% work for the **Yakama government,** and **22% work** for a **Yakama enterprise**

6% own and operate a business

Ways Participants Contribute to Yakama Economy	Percent
I **support family members** who contribute to the Yakama economy	57%
I **buy products and services** from **Yakama Tribal member-owned businesses(es)**	55%
I **buy products and services** from **Yakama enterprises**	50%
I **participate in elections** and **economic planning processes**	30%
I **work for the Yakama government** and provide services to other Yakama members	26%
I **work for a Yakama enterprise**	22%
I **volunteer and/or donate** to Yakama initiatives	21%
I **own and operate** my **Yakama Tribal member-owned business**(es)	6%

Notes Regarding Q8:
- n = 716
- Participants were asked to "select all that apply."

Q9: What services do you need most to participate in the Yakama economy over the next five (5) years?

Service	Percentage
Job training and skill building	48%
Certifications or licenses for jobs	44%
Learning how to manage money	39%
Help with saving for retirement	37%
Business advice and technical help	32%
Reliable transportation to go to a job or training	29%
Help getting credit or loans	29%
Help starting or growing a business	29%
Childcare so I can go to work	22%
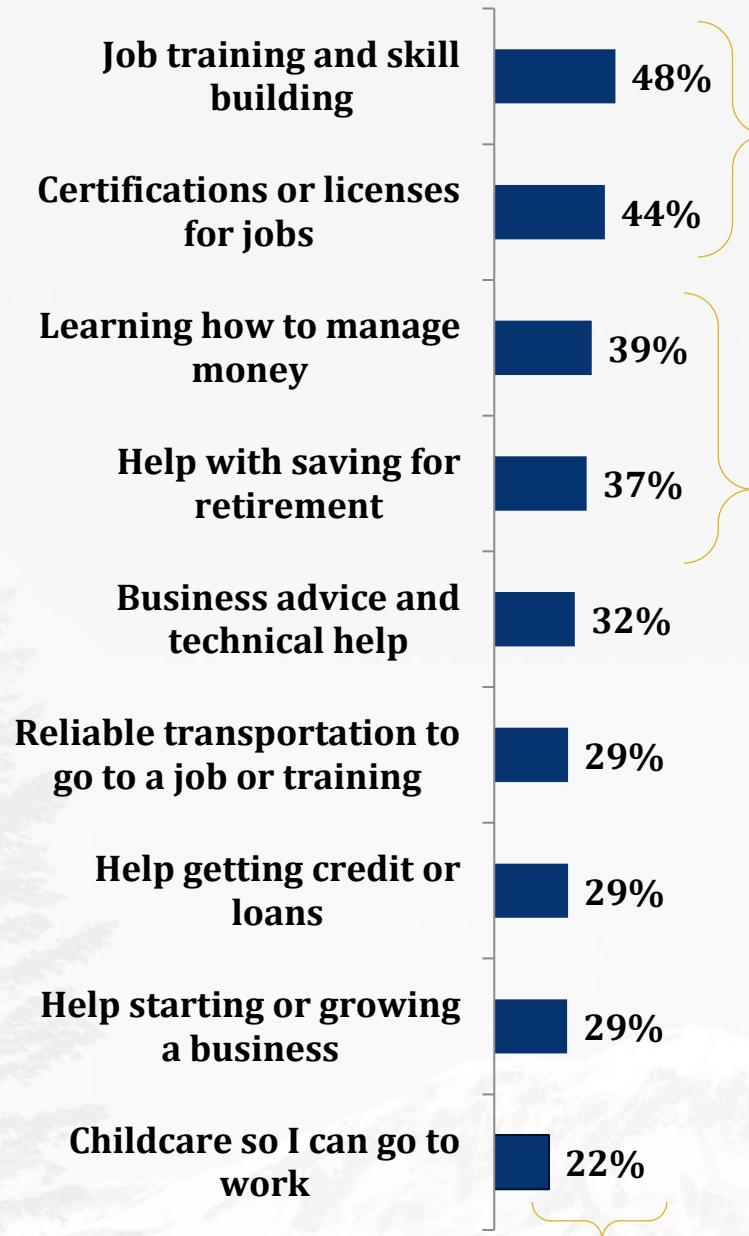
To participate in the economy, **job training and skill building** (48%) and **certifications or licenses** (44%) are the **most needed services**

Over one-third of participants **need support learning how to manage money** (39%) and **help with saving for retirement** (37%)

1 in 5 (22%) **need support** with **childcare** to **participate in the economy**

Notes Regarding Q9:
- n = 686
- Participants were asked to "select their top three (3)."

Q10: What types of industries are you interested in exploring for career opportunities?

> **Healthcare** (34%), **retail/wholesale** (34%), and **gaming** (33%) are the **top industries** participants are interested in for **career opportunities**

> **Energy** (31%), **fishing** (31%), and **agriculture** (31%) are also **industries of interest**

Notes Regarding Q10:
- n = 676
- Participants were asked to "select their top three (3)."

Q11: Do you have any recommendations for Tribal Leadership regarding the current enterprises?

5% of Responses or Greater

Themes of Recommendations	Percent	Sentiments Shared
No Recommendations	26%	*No recommendations, "no," "N/A", "unsure," or the Tribe/Enterprises are doing well.*
Transparency, Financial Reporting, Audits & Anti-Corruption	14%	*Deliver clear financial reports, perform audits, stop embezzlement, improve accountability, investigate misuse of funds, and reduce waste.*
Enterprise Growth & Expansion	12%	*Grow existing enterprises, expand services, develop new initiatives within current assets, support enterprise improvement and modernization.*
Enterprise Evaluation, Restructuring & Potential Closure	10%	*Evaluate underperforming enterprises, decide whether to close failing businesses, restructure operations, assess profitability, and base decisions on business plans.*
Management Quality, Leadership & Hiring Standards	9%	*Hire qualified managers and ensure Council members or oversight entity is qualified, reduce nepotism, require credentials or training, hold managers accountable, improve leadership quality, and train leaders.*
Communications, Outreach, Information Sharing & Marketing	8%	*Improve marketing, better flyers, modern communication, social media strategy, enterprise updates, more advertising for casino and enterprises.*
New Business Ideas & Diversification	7%	*New enterprise ideas: funeral services, manufacturing, outdoor movie theater, tourism expansions, new stores or revenue ventures.*
Workforce Development, Training & Youth Pathways	6%	*Offer internships, apprenticeships, job pathways for youth, expand training, support leadership development.*
Enterprise Contributions to the Tribe & Benefits to Members	5%	*Ensure enterprises contribute financially to the Tribe, desire for more per capita benefits, use enterprise revenue to support community needs, reinvest in Yakama members.*
Governance Structure, Oversight & Council Roles	5%	*Reduce council interference, strengthen oversight, follow bylaws, move enterprises under a business board, and improve council–enterprise boundaries.*

2 – 4% of Responses

Themes of Recommendations	Percent	Sentiments Shared
Casino & Gaming Operations	4%	*Fix broken machines, diversify entertainment, improve events, remain competitive in gaming, explore online gaming, better customer experience.*
RV Park & Tourism Lodging Assets	4%	*Reopen the RV Park, renovate and modernize it, consider professional or third-party management, and market it as a tourism draw.*
Cultural Facilities, Preservation & Cultural Tourism	4%	*Upgrade the Cultural Center and museum, preserve historical sites, expand cultural tourism offerings, and honor traditions through enterprise development.*
Hiring Practices & Workforce Composition	3%	*Hire qualified staff, improve hiring standards, prioritize enrolled members where appropriate, adapt pay scales, evaluate work histories, treat employees fairly.*
Natural Resources, Agriculture & Timber	3%	*Improve forestry operations, fix the mill, expand agricultural enterprises, utilize Tribal land better, fruit stand sales, timber management reform.*
Customer Service, Workplace Culture & Employee Experience	3%	*Improve customer service, treat people respectfully, address workplace morale issues, reduce turnover, better service at enterprises*
Housing & Homelessness Solutions	3%	*Build homes for members, transitional housing, renovate existing assets for housing use, homelessness response.*
Facility Operations, Hours, Cleanliness & Maintenance	3%	*Requests for cleaner facilities, better upkeep, updated wiring/equipment, improved hours, improved physical operations, solar to reduce costs.*
Social Services, Treatment & Wellness	3%	*Call for treatment centers, detox-to-care pathways, addiction outreach, improved mental health services, youth engagement activities.*
Collaboration Among Enterprises & Breaking Down Silos	3%	*Enterprises should work together, share resources, align goals, and collaborate*
Alcohol & Cannabis Enterprise Policy	2%	*Allow alcohol sales at the casino, reconsider dry-reservation policies, explore cannabis shops, generate revenue through regulated alcohol/cannabis enterprises.*

Notes Regarding Q11:
- n = 487
- Responses were open-ended and then grouped into themes. The above includes all themes counting for at least 2% of responses.

Q12: Which public services need the most improvement over the next five (5) years?

Nearly two-thirds of participants say **housing** (64%) **needs the most improvement**
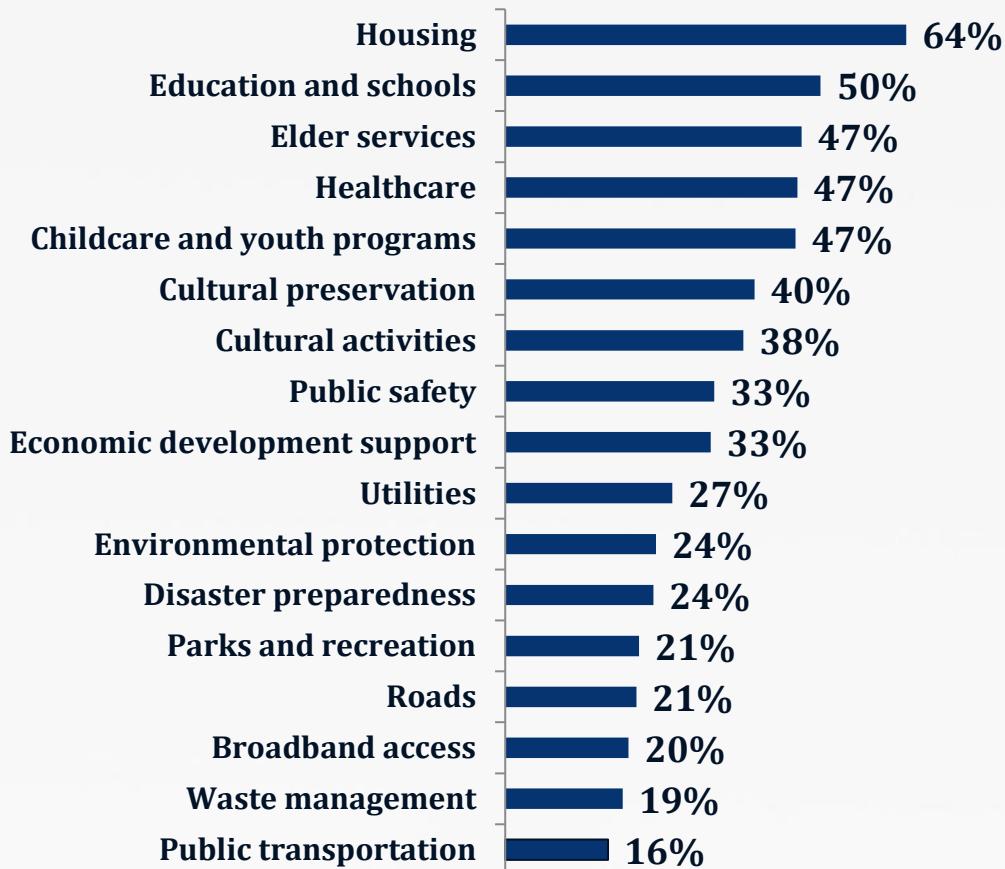
Service	Percentage
Housing	64%
Education and schools	50%
Elder services	47%
Healthcare	47%
Childcare and youth programs	47%
Cultural preservation	40%
Cultural activities	38%
Public safety	33%
Economic development support	33%
Utilities	27%
Environmental protection	24%
Disaster preparedness	24%
Parks and recreation	21%
Roads	21%
Broadband access	20%
Waste management	19%
Public transportation	16%

Education and schools (50%), **elder services** (47%), **healthcare** (47%), and **children and youth programs** (47%) **also need improvement** over the next 5 years

Notes Regarding Q12:
- n = 729
- Participants were asked to "select their top five (5)."

Q13: The Yakama Nation is creating a Comprehensive Economic Development Strategy (CEDS) for the Yakama Nation. Do you have any additional comments to share for the CEDS?

- Respondents' additional comments emphasize that the CEDS is more than a technical plan; it serves as a path toward sovereignty, healing, and long-term well-being grounded in land, culture, and the principle of the next seven generations.

- Many respondents call for meeting basic needs first (housing, healthcare, safety, mental health, addiction support, and crime reduction) while investing in youth and elders through education, culturally rooted programs, and better transportation so people can access jobs.

- Others highlight opportunities to grow the economy by strengthening existing assets such as logging and the new farm, expanding tourism and family-friendly amenities at the casino, exploring value-added uses of natural resources, and building internal capacity in areas like grant writing, management, and fair pay.

- Many express a strong desire for competent leadership, clearer budgeting and program review, and transparent, consistent communication about decisions and progress, and how enterprises benefit Tribal members.

- While some respondents express frustration that little has happened in the past, the overall tone reflects cautious optimism and a call for inclusive, accountable implementation that centers Yakama people at every stage of the CEDS process.

Notes Regarding Q13:
- n = 393. About 210 individuals indicated they have no comments.

## Q14: Do you have any questions about the CEDS process?

- Respondents express a strong desire for clarity, transparency, and communication throughout the CEDS process. Many ask foundational questions about what the CEDS is, who is leading it, how decisions are made, and how progress, budgets, and outcomes are reported back to Tribal members.

- A large share of comments focuses on ensuring that community voices are meaningfully included, especially youth, elders, single parents, and Tribal members living off-reservation, and several request public presentations, workshops, and more hands-on, in-person outreach.

- Others want assurance that the process leads to real action rather than repeated meetings, emphasizing accountability, timelines, and measurable results.

- Additional questions center on how the CEDS supports Tribal member-owned businesses, secures funding, improves services, and upholds cultural and environmental values.

- While some respondents express frustration and skepticism, the overall message reflects a desire for more information, regular updates, and a transparent path toward improvements that directly benefit Yakama people.

Notes Regarding Q14:
- n = 354. About 240 individuals indicated they have no questions.

Q15: Would you like to stay updated on the CEDS process?

**Over** half (56%) of participants want to **stay updated** on the CEDS process

Yes, 56%

No, 44%
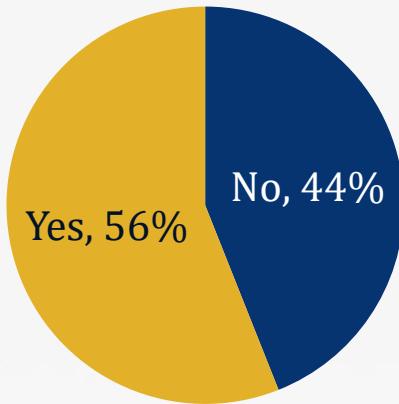
Notes Regarding Q15: n = 648

About the Participants

Q16: Where do you live?

Over two-thirds (68%) of participants **live within Yakama Territory**

68%

32%

I live within Yakama Territory

I live outside of Yakama Territory

Notes Regarding Q16:
- n = 723
- When inputting hard copy surveys, the project team noted that some people who live within Yakama Ceded Territories were selected they "live outside of Yakama Territory." Therefore, it can be assumed that the number of participants who live within the Yakama Territory is underreported and greater than 68%.

Q17: How many people live in your household?

78% of participants **live with 2 – 6 people** in their household

10%	38%	40%	11%	1%
1	2-3	4-6	7-10	11+
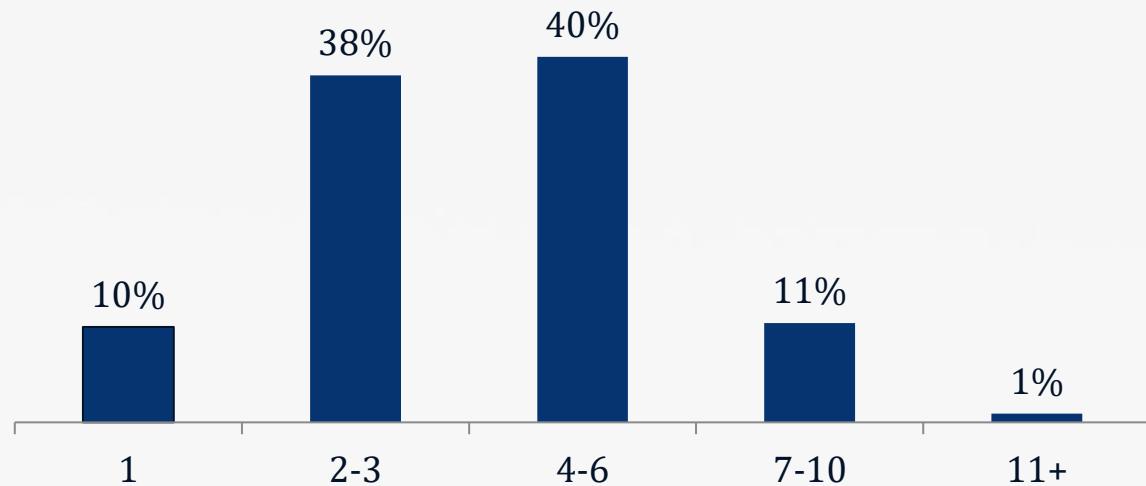
Note Regarding Q17: n = 739

Q18: How old are you?

61% of participants are between the **age of 25 to 54**

1%	10%	29%	32%	22%	6%
0 - 14	15 - 24	25 - 39	40 - 54	55 - 69	70 +
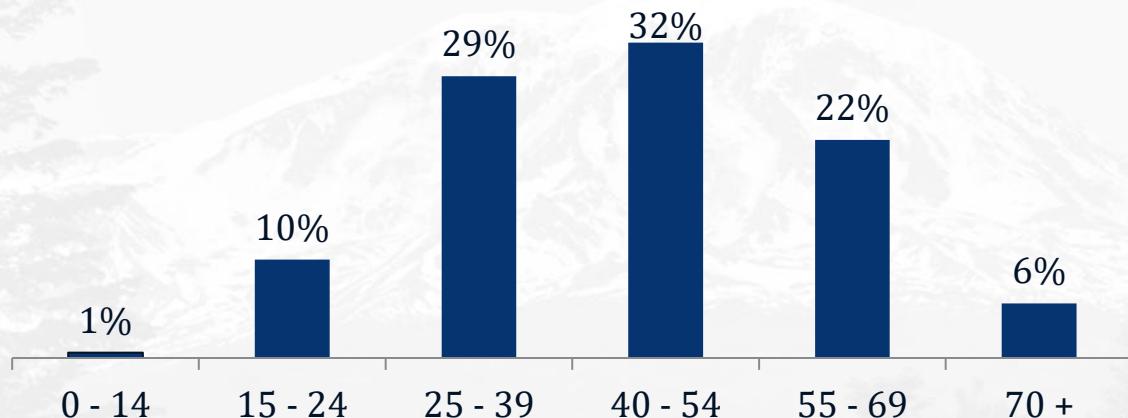
Note Regarding Q18: n = 732

Q19: I am...

74% of participants **are employed** full, part time, or self employed	**Employed full-time** � 64%
	Employed part-time 7%
	Self-employed 3%
11% are students, full or part-time	**Student full-time** 8%
	Student part-time 2%
18% are unemployed and looking for work	**Unemployed and looking for work** 18%
	Unemployed and not looking for work 7%
	Retired* 6%
	Disabled* 2%
	Caregiver or stay-at-home parent* 2%
	Other 4%

**Notes Regarding Q19:**
- n = 646
- Participants could select multiple options. For example, someone could have selected "unemployed and not looking for work, then select "other" and indicate "retired." Therefore, there is likely overlap between unemployed options and other options.
- Responses above with an asterisk (*) are from participants who chose "Other" and then described their situation. These descriptions were then coded for themes, and themes with greater than 10 responses were separated from the "Other" category.

Q20: If you are currently unemployed and looking for work, what are the main reasons you have not yet found a job?
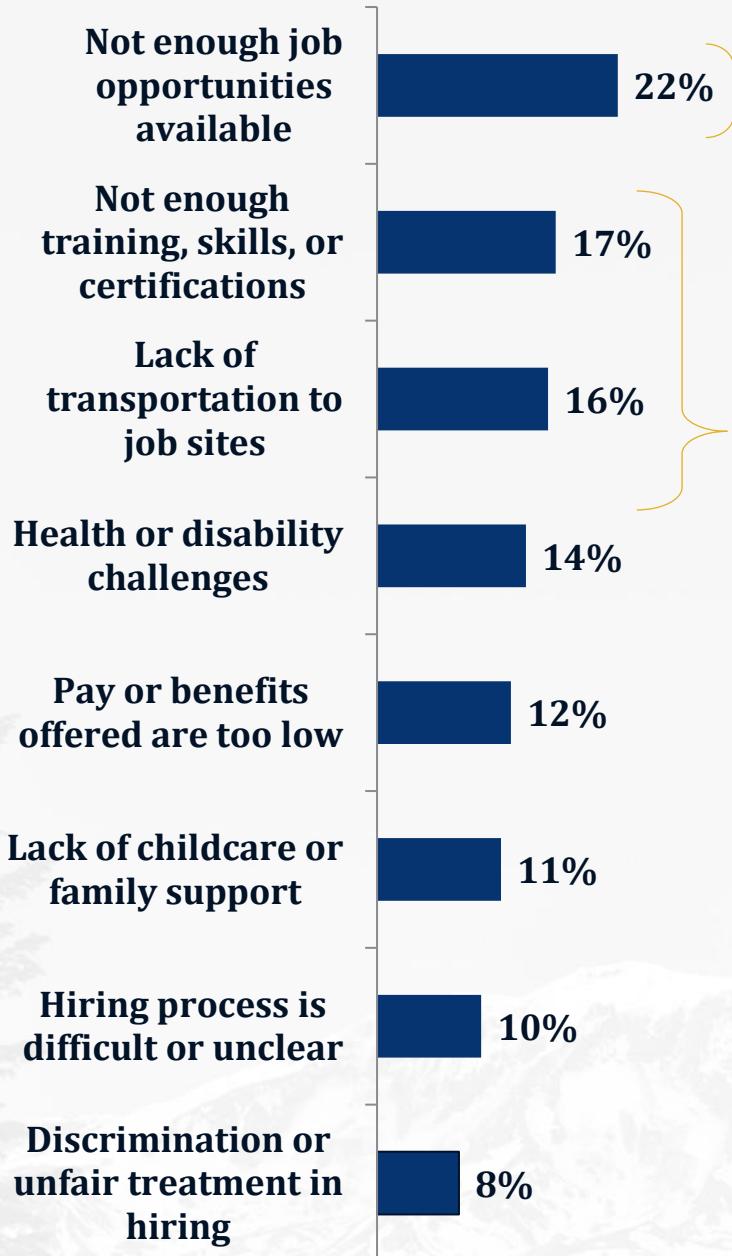
Reason	Percentage
Not enough job opportunities available	22%
Not enough training, skills, or certifications	17%
Lack of transportation to job sites	16%
Health or disability challenges	14%
Pay or benefits offered are too low	12%
Lack of childcare or family support	11%
Hiring process is difficult or unclear	10%
Discrimination or unfair treatment in hiring	8%

22% of participants say **"not enough job opportunities available"** is the main reason for not finding a job

"Not enough training, skills, or certifications," and **"lack of transportation to job sites"** are also top reasons

Notes Regarding Q20:
- n = 435
- 51% of participants who answered the question (n = 221) indicated "N/A – I am not looking for work." Others not looking for work also had the option to skip the question.
- Participants were asked to "select all that apply"