



City of Seattle

Tribal Nations Summit

2025 Summary Report



CITY OF SEATTLE, OFFICE OF INTERGOVERNMENTAL RELATIONS



Left to right: Senator Bruce James, Swinomish Indian Tribal Community; Deputy Mayor Jessyn Farrell (service term: 2025), City of Seattle; Tim Reynon, Governor's Office of Indian Affairs; Councilmember Rob Saka, Seattle City Council; Vice Chair Greg Hitchcock, Cowlitz Indian Tribe; Councilmember Donny Stevenson, Muckleshoot Indian Tribe; Councilmember Dan Strauss, Seattle City Council; Councilmember Martiza Rivera, Seattle City Council; Deputy Mayor Tiffany Washington (service term: 2022-2025), City of Seattle; Councilmember Debora Juarez, Seattle City Council; Mayor Bruce Harrell (service term: 2022-2025), City of Seattle; Councilwoman 3 Jonelle Grady, Port Gamble S'Klallam; Vice Chair Josh Bagley, Suquamish Tribe; Councilmember Jeremy Takala, Confederated Tribes and Bands of the Yakama Nation; Deputy Mayor Greg Wong (service term: 2022-2025), City of Seattle; Chairwoman Amber Caldera, Port Gamble S'Klallam; Chief Operating Officer Marco Lowe, (service term: 2022-2025), City of Seattle; Councilmember Jay Mills, Suquamish Tribe; Temyrss Lane, Pyramid Communications; Secretary Rodney John, Swinomish Indian Tribal Community; Treasurer Josh Gabel, Snoqualmie Indian Tribe; Vice Chair Jessice Elope, Central Council of Tlingit and Haida Indian Tribes of Alaska – Seattle Community Council; Andrew Strobel, Central Council of Tlingit and Haida Indian Tribes of Alaska – Seattle Community Council; Francesca Murnan, Office of Intergovernmental Relations; Director Mina Hashemi, Office of Intergovernmental Relations



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In the Spirit of Collaboration

We are honored to share a summary report of the 2025 City of Seattle | Tribal Nations Summit. The City of Seattle and Tribal governments made history together in 2023 at the City's first inter-tribal government-to-government meeting. It was a historic moment in the City's 154-year history to come together in honor and respect for Tribal sovereignty. The two years of work that followed the inaugural gathering are a direct result of sustained engagement and commitment to working together more effectively as governments. Thank you for continuing to work with us to make good on our collective promise to each other.

We are proud to be among the few cities nationwide that are meaningfully working on strengthening City-Tribal relations. Through deep relationships and repair, we know that we are making progress together. While the challenges before us are vast and complex, we find assurance in our shared commitment to strengthening Tribal sovereignty and improving our regional relationships.

These efforts are only made possible by the Tribal and urban Native partners that continue to engage in this work together. When we take time to listen and learn from one another, we see the immense opportunity before us. We are grateful for the opportunity to discuss, debate, collaborate, and partner across a range of issues. What is clear is that this must be work that we commit to each and every day.

Our journey is far from complete. The solid foundation that we have built together will support the path ahead. We intend to work with you to model an effective approach to Tribal and urban Native engagement that brings forward the rich histories, brilliance, and vision of Indigenous communities past, present, and future.

Sincerely,



Mayor Katie B. Wilson
City of Seattle



Council President Joy Hollingsworth
Seattle City Council



Councilmember Dan Strauss
Chair of Finance, Native Communities,
and Tribal Governments Committee
Seattle City Council

Acknowledgements

We thank the elected leaders and staff from Tribal Nations who shared their wisdom, insights, and guidance with City leadership and staff.

We thank the representatives from urban Indian organizations (UIOs) who provide essential services for Native community members, and whose expertise informed conversations on top issues impacting Native peoples.

We thank the members of the Indigenous Advisory Council (IAC), whose ongoing counsel shapes local government informed by Indigenous knowledge, values, and priorities.

We thank City of Seattle leadership, departments, and staff who attended, listened, and helped organize this gathering. The following attended the Tribal Nations Summit:

Tribal Nations

- Confederated Tribes and Bands of the Yakama Nation
- Cowlitz Indian Tribe
- Lummi Nation
- Muckleshoot Indian Tribe
- Port Gamble S’Klallam Tribe
- Snoqualmie Indian Tribe
- Suquamish Tribe
- Swinomish Indian Tribal Community
- Tulalip Tribes
- Central Council of Tlingit and Haida Indian Tribes of Alaska – Seattle Community Council

Urban Indian Organizations (UIOs)

- Chief Seattle Club
- Seattle Indian Health Board
- Seattle Indian Services Commission
- United Indians of All Tribes Foundation

Indigenous Advisory Council

- Position 1: Councilmember Donny Stevenson (*Muckleshoot*), Muckleshoot Indian Tribe
- Position 2: Councilmember Jay Mills (*Suquamish*), Suquamish Tribe
- Position 3: Councilmember Jeremy Takala (*Yakama*), Confederated Tribes and Bands of the Yakama Nation
- Position 4: Tia Yazzie (*Diné/Navajo*), youth delegate
- Position 5: Suzanne Sailto (*Snoqualmie*), elder delegate
- Position 6: Esther Lucero (*Diné*), President and CEO, Seattle Indian Health Board
- Position 7: Derrick Belgarde (*Siletz and Chippewa-Cree*), Executive Director, Chief Seattle Club
- Position 8: vacant
- Position 9: Jaci McCormack (*Nez Perce*), Founder and CEO, Rise Above

Acknowledgements (cont.)

City

- Mayor Bruce Harrell and Executive Team (service term: 2022-2025)
- Seattle City Council members
- *Department of Education & Early Learning (DEEL)
- Department of Neighborhoods (DON)
- *Finance & Administrative Services (FAS)
- Human Services Department (HSD)
- Legislative Department
- Office of Arts and Culture (OAC)
- *Office of Economic Development (OED)
- Office of Emergency Management (OEM)
- Office of Housing (OH)
- Office of Intergovernmental Relations (OIR)
- Office of Planning and Community Development (OPCD)
- *Office of Police Accountability (OPA)
- Office of Sustainability and Environment (OSE)
- Office of the Waterfront, Civic Projects & Sound Transit (OWCPST)

- *Seattle Center (SC)
- Seattle City Light (SCL)
- *Seattle Department of Construction and Inspections (SDCI)
- Seattle Department of Transportation (SDOT)
- Seattle Fire Department (SFD)
- Seattle Parks and Recreation (SPR)
- Seattle Police Department (SPD)
- Seattle Public Utilities (SPU)

Washington State

- Governor's Office of Indian Affairs (GOIA)
- Office of the Attorney General (WA AGO)

King County

- King County Regional Homelessness Authority (KCRHA)

Seattle Public Schools

- Native Education Program

** denotes first year attendance*



The City of Seattle | Tribal Nations Summit is co-hosted by the City's Indigenous Advisory Council (IAC). The IAC is a culturally grounded public commission that acts as a trusted advocate, advisor, and connector among City partners on issues impacting Tribal and urban Native communities. Read about the IAC at:

<https://www.seattle.gov/indigenous-advisory-council>

Executive Summary

The 2025 City of Seattle | Tribal Nations Summit was attended by representatives of 10 Tribal Nations, five urban Indian organizations, 23 City departments, and regional partners. The Tribal Nations Summit is a bi-annual opportunity for the City to identify actions and desired outcomes that uphold the sovereignty and treaty rights of federally recognized Tribes and to build partnerships, strengthen collaborations, and enhance diplomacy.

During the summit, elected Tribal leaders participated in a listening session to share top priorities with City leadership and engaged in three facilitated sessions focused on Community Safety, Housing and Homelessness, and Natural and Cultural Resources. Leaders candidly discussed their concerns, priorities, recommendations, and collaborative ideas to address shared interests. Recommendation themes from Tribal and urban Native partners include:

- **Effective Tribal Relations and Indigenous engagement** including the fundamental principles of government-to-government relationships rooted in tribal sovereignty, self-determination and opportunities to enhance Native engagement.
- **Increasing education and awareness** around the diversity and complexities of Tribal and urban Native interests in local government.
- **Advancing relationships and trust building** to ensure that challenging and complex policy areas are shaped by repair, restoration, and innovation.
- **Investing in collaboration and partnership** across City programs, initiatives, and services that drive better outcomes among Native people and shared priorities.

The City has identified a number of commitments across four areas to strengthen intergovernmental relationships with Tribal Nations and to better support trust and treaty obligations to Tribal and urban Native communities, including:

- **Effective Tribal Relations and Indigenous engagement** encompassing structural and systemic improvements to City processes.
- **Cultural visibility and vitality** encompassing arts and cultural placemaking and informing City plans through Indigenous cultures, values, and priorities.
- **Collaborative cultural resource stewardship** encompassing programs and initiatives that impact Tribal interests in cultural resources, including the natural and built environment.
- **Culturally attuned systems of care** to expand the reach and impact of City services and programs among Tribal and urban Native communities.

Event Summary

On September 16, the City of Seattle hosted the 2025 City of Seattle | Tribal Nations Summit. The summit brings together Tribal and City leaders to strengthen our regional community and better achieve mutual goals through government-to-government engagement. The summit sought to identify actions and desired outcomes that uphold the sovereignty and treaty rights of federally recognized Tribes and to build partnerships, strengthen collaborations, and enhance diplomacy.

At the 2025 summit, the City was humbled to host government representatives of 10 Tribal Nations, five urban Indian organizations, 23 City departments, the legislative branch, and regional partners.

During the summit, elected Tribal leaders participated in a listening session to share their top priorities with City leadership. The summit included three facilitated discussion sessions focused on Community Safety, Natural and Cultural Resources, and Housing and Homelessness with Tribal, urban Native, and City leadership. Leaders candidly discussed their concerns, priorities, recommendations, and collaborative ideas to address their shared interests.

"True collaboration requires early meaningful consultation and recognition of Tribal sovereignty, not just a legal requirement, but as a pathway to durable, doable, and just solutions."

Vice Chair Josh Bagley, Suquamish Tribe

The Tribal Nations Summit is an exercise of the government-to-government relationship and a critical opportunity for Tribal and City elected officials to honor our respective authorities to serve our people and protect shared lands and waters. As the largest municipality in Washington State, the City recognizes that City policy, services, and utility infrastructure have far-reaching impacts for Tribal Nations and Tribal citizens that live, work, play, and exercise Tribal sovereignty and treaty rights. Learning from best practices of the federal and state governments, the City seeks to foster robust Tribal-City relations that are rooted in government-to-government relationships and work to fulfill trust and treaty obligations to Tribal beneficiaries, regardless of where they reside.

The following sections outline the context, themes, and commitments that emerged from the Tribal Nations Summit and our subsequent efforts to develop and institutionalize effective Tribal-City relations.

Background and Context

The City of Seattle has begun the long-term and collaborative work of moving beyond land acknowledgements to create sustainable and equitable pathways for Tribal and urban Native engagement in local government. As part of this strategy, the Tribal Nations Summit is an exercise of the legal and political context that many Native communities carry with the United States government. The following sections outline the unique legal, political, and racial equity context of Tribal and urban Native communities in Seattle.

Tribal Governments and Native Communities

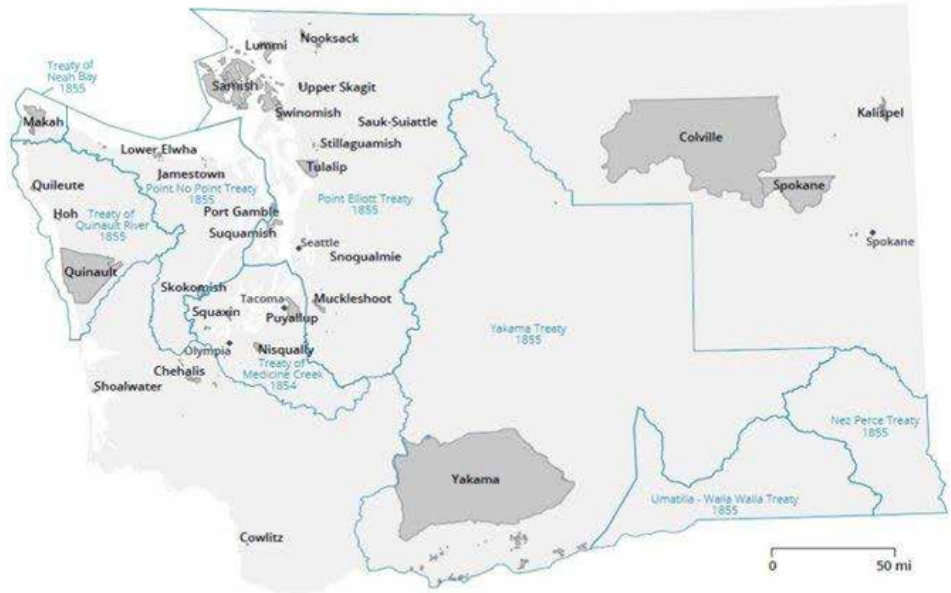
Seattle is situated in a region with several federally recognized Tribes and is home to a diverse and thriving community of American Indian, Alaska Native, and Native Hawaiian people from hundreds of distinct cultural communities and affiliations from Native communities nationwide.

Tribal and urban Native communities have interests in local policy that extend well beyond the geographic boundaries of local jurisdictions. City policy, services, and utility infrastructure have far-reaching impacts for Tribal Nations, urban Indians organizations, and Native people that live, work, play, and exercise Tribal sovereignty and treaty rights in the city and across the region. It is critical that the City respectfully engage sovereign Tribal Nations in government-to-government relationships on issues of mutual interest and any issues that may impact Tribal interests.

Over the past 200 years, the land and waters of Seattle have been drastically altered to meet the needs of settler communities. From the regrading of land masses to the rechanneling and elimination of entire river systems, the ecosystem that sustained Tribal communities since time immemorial has been violently altered for industrial use and urbanization. Ordinance No. 5 of the Seattle Township (1865) banned Native peoples from residing in Seattle. Many Coast Salish people were forcibly relocated throughout the region during the treaty-making era. The impacts of colonization and environmental degradation continue to have disproportionately negative effects on the many Tribal Nations who steward and protect cultural and natural resources, exercise reserved treaty rights in and around Seattle and operate as sovereign governments serving Tribal people throughout the region.



There are 29 federally recognized Tribes located in Washington State. This map highlights the associated treaties that created current Tribal lands. (credit: Washington Tribes) There are eight treaties that ceded land to create and sustain Washington State. Treaties affirm the sovereignty of Tribal Nations and the government-to-government relationship that Tribal Nations hold with the United States federal government.



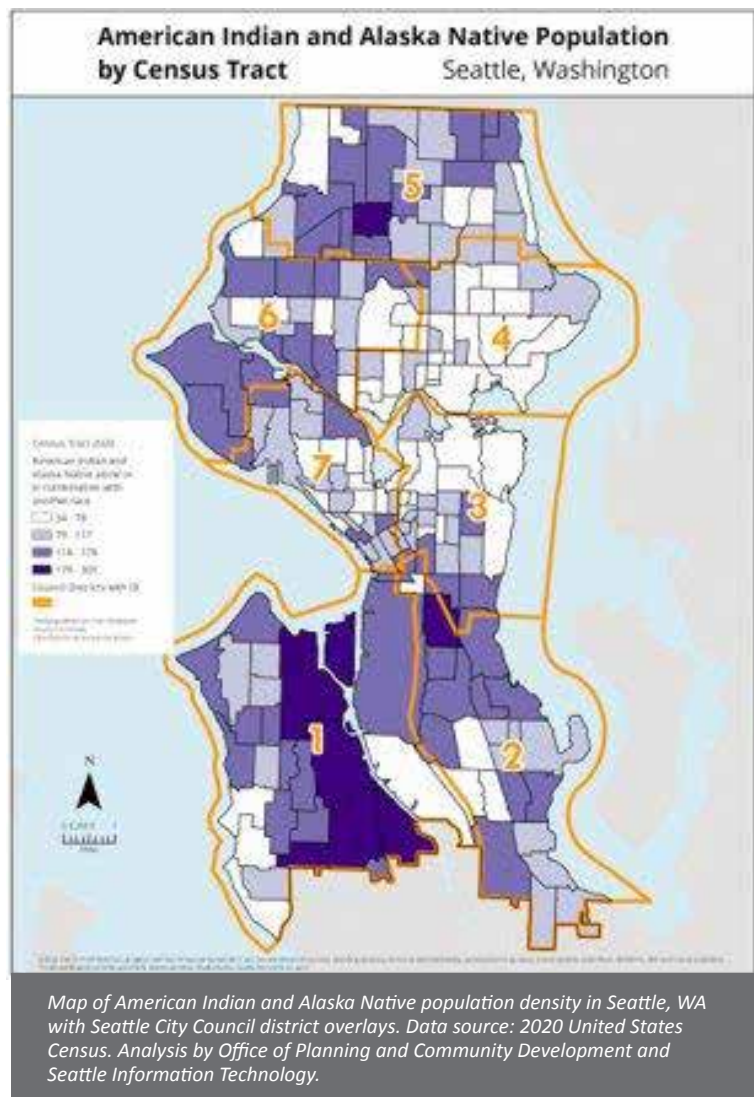
** Presentation of treaty and tribal boundaries as reported by the United States and others does not imply the Washington tribes' acceptance and/or endorsement of the boundaries or the processes that produced them. Shaded regions are reservations with the exception of Samish, which is a tribally designated statistical area (TDSA).*

Map of treaties and Tribal reservation boundaries in Washington State. Photo credit: Washington Tribes.

Treaties established or promised reservations for the exclusive use of Tribal Nations. Treaties also included reserved rights by Tribal Nations to continue traditional activities on lands beyond reserved areas. Several treaties in the region contain similar language reserving the right to hunt, fish, and conduct other traditional activities on lands off of the reservations and in “usual and accustomed” places. Today, several Tribal Nations reserve and exercise treaty rights in and around the city and lands where the City maintains assets. Treaties carry the force of federal legislation and are the supreme law of the land. Outside of treaty protected rights, dozens of Tribal Nations are active stewards of a wide range of cultural and natural resources in and around Seattle and the region.

Within Seattle, American Indian and Alaska Native people make up about 2% of the general population. There are over 14,000 American Indian and Alaska Native people and about 5,000 Native Hawaiian and Pacific Islander people living in Seattle (2020 Census). In King County, there are roughly 56,000 American Indian and Alaska Native people and nearly 180,000 Native Hawaiian and Pacific Islander people (2020 Census).

<Insert photo caption: “Map of American Indian and Alaska Native population density in Seattle, WA with Seattle City Council district overlays. Data source: 2020 United States Census. Analysis by Office of Planning and Community Development and Seattle Information Technology.”>



While this data is essential to understanding the local landscape of Native communities, it is critical to note that American Indian and Alaska Native data is often considered an undercount because Native communities experience higher rates of racial misclassification and inaccurate data collection practices – like collapsing multi-racial identities by collecting “two or more races” as a racial category or only reporting on single race data.

National Census data reveals that 76% of American Indian and Alaska Native people live in urban areas. This urban Native landscape is a result of decades of federal policies that forcibly relocated, terminated, and assimilated Native people to urban areas. In the 1950s, Seattle was one of dozens of cities where Native people were incentivized by the federal government to relocate with promises of employment and housing. When these promises fell short, many Tribal members were confronted with the loss of cultural and familial connections of home Tribal communities and faced economic insecurity. When federal relocation efforts started in the 1950s, 8% of Native people lived in urban areas and by 2000, approximately 64% of Native people lived in urban areas.

Due to histories of forced relocation, assimilation, termination, and displacement, the Native population is geographically spread across the City. This is a trend that is also reflected in our service providers and cultural institutions that are in nearly every district. Small population sizes and geographic distribution have fueled continued societal narratives of erasure that Native community partners work to address by providing a diverse range of cultural and social services in Seattle.

Collectively, Tribal Nations and urban Indian organizations are active and engaged in the formation and delivery of City services. They represent an extensive network of business and enterprise owners, housing providers, social service providers, youth and family empowerment builders, and arts and cultural workers that address the distinct cultural needs of Tribal and urban Native communities in our region and support the economic prosperity of the region.

Trust and Treaty Obligations

Federally recognized Tribes hold a political and legal relationship with the United States federal government. Through treaties, executive orders, court decisions, laws, and regulations, the federal government fulfills trust and treaty obligations to protect Tribal lands, assets, resources, and other reserved rights. This federal trust responsibility spans issues of housing, health, nutrition, economic development, and education. American Indian law is not race-based policy, it is rooted in the political relationships of sovereign nations. While Native people are often categorized as a race from a colonial perspective, they may also be members of sovereign nations resulting in political status and inherent rights to fulfillment of the federal trust responsibility.



The political status of Tribal governments and Tribal beneficiaries is directly tied to the hundreds of millions of acres of land and resources ceded to the federal government to create and sustain the United States. As a result of these political relationships, Tribal Nations hold Tribal sovereignty and autonomy with the right to self-determination and self-governance.

Urban Native communities do not carry this same sovereign status. Yet, there are some trust and treaty obligations that are applicable to Native people, regardless of where they reside—including healthcare. Many Tribal governments and Native communities have long advocated for full funding of federal trust and treaty obligations. The Native Hawaiian community also holds a unique trust obligation characterized by over 150 statutes authorizing programs and services similar to, but separate from, those provided to American Indian and Alaska Native people.

The chronic underfunding of federal trust and treaty obligations is well documented in both the 2003 United States Commission on Civil Rights report – *A Quiet Crisis: Federal Funding and Unmet Needs in Indian Country*, and the 2016 update to this report entitled: *Broken Promises: Continuing Federal Funding Shortfall for Native Americans Federal Programs*. Nationwide, trust and treaty obligations designed to support the social and economic well-being of Tribal governments, and their citizenry, remain chronically underfunded and sometimes inefficiently structured, which leaves many basic needs unmet and contributes to the inequitable outcomes.

As a result of chronic underfunding of trust and treaty obligations, institutional racism, and inequitable practices of governments, Native people experience significant disparities in health, housing, education, and economic outcomes. In King County, nearly one in six Native families (16.1%) live in poverty, which is 4.8 times the proportion of Non-Hispanic White families who live in poverty (3.3%) and Native households are 2.6 times more likely to live below 200% of the poverty level than Non-Hispanic White households. (Source: American Community Survey. (2018). ACS: 2013-2017 5-year Data Release. Analyzed by Urban Indian Health Institute.)

1 in 6

Native families live in poverty

In King County, nearly one in six Native families (16.1%) live in poverty, which is 4.8 times the proportion of Non-Hispanic White families who live in poverty (3.3%)

2.6x

More likely to live below 200% Federal Poverty Level

In King County, Native households are 2.6 times more likely to live below 200% of the poverty level than Non-Hispanic White households

Culturally Attuned Systems of Care

Tribal governments and Native communities hold the solutions to addressing social and economic disparities through culturally attuned and community-defined approaches. In recent decades, public policy from the federal to state level has fostered greater self-determination and support for Tribal sovereignty. As a result, Tribal Nations and Native communities are leading significant efforts to serve their communities through culturally attuned housing, emergency shelter, social services, civic engagement, youth and elder care, health care, and economic development.

The City seeks to advance these culturally attuned and community-defined strategies in the approach to our work with Tribal governments and Native communities. The City works to connect Tribal Nations and Native communities to local opportunities that advance

"And at the end of the day, my hope is that everybody at this table is a partner when it comes to those moral issues."

Councilmember Donny Stevenson, Muckleshoot Indian Tribe and Indigenous Advisory Council member

"I see big opportunities for us to work together and to collaborate so that we can save our Pacific Northwest."

Councilmember Jeremy Takala, Confederated Tribes and Bands of the Yakama Nation & Indigenous Advisory Council member

sovereignty and self-determination, promote community and place-based connections, and integrate Indigenous values and priorities into local governance and the local landscape.

In addition to a proactive and culturally responsive approach, there are numerous federal and state laws and executive orders outlining obligations to consult and

coordinate with Tribal governments. These overarching executive orders at the federal and state level offer clear guidance for "regular and meaningful consultation and collaboration" in several policies impacting local government, including cultural and natural resource management and city planning.

Building on these requirements and best practices, the City seeks to build a more robust framework for Tribal-City engagement through two core pathways-- Tribal Relations and the Indigenous Advisory Council. Additional community engagement with a diverse range of residents, customers, service providers and organizations are also engaged through community engagement frameworks that expand and deepen the City's reach and impact with Native communities.

In 2021, the City re-established a Tribal Relations program and passed legislation creating the Indigenous Advisory Council. As a result, we continue to see positive shifts in engagement of Tribal governments across City projects and plans. By strengthening Tribal-City relationships, we are on a path to more consistently engage Tribal Nations as sovereign governments and regional partners. There are now more opportunities for Tribal Nations to work with the City on critical decisions impacting the region and Tribal interests, including trust and treaty rights and cultural resource issues.

The Indigenous Advisory Council fills a longstanding gap in the City’s ability to engage with the diverse range of Indigenous people through advisory support. It is a supplemental avenue to strengthen the City’s ongoing and unique government-to-government relationship with Tribal Nations and works to fulfill legal, political, and racial equity obligations to Native people that live, work, and play in Seattle.

It is critical that these two engagement avenues exist. At times, the work is separate, in recognition of the distinct political status of Tribal Nations. And at other times the work must be done collaboratively to support Tribal and urban Native communities – such as the City of Seattle | Tribal Nations Summit. The City also outreaches to and engages with dozens of urban Indian organizations, groups, residents, customers, and consultants to ensure that a diverse range of Indigenous perspectives are integrated throughout City work where appropriate.



Left to right: Director Mina Hashemi, Office of Intergovernmental Relations; Vice Chair Greg Hitchcock, Cowlitz Indian Tribe; Deputy Mayor Jessyn Farrell (service term: 2025), City of Seattle

Summit Discussion Themes

At the 2025 City of Seattle | Tribal Nations Summit, Tribal and urban Native leaders shared powerful and inspiring words of wisdom, guidance, and instruction with the City. From the City's perspective, the following themes emerged.

"I have had the privilege of attending the White House Tribal Nations Summit a couple times. In that summit, what we find is...the Administration was supportive, but they are just telling us what they have done for Indian Country....I really appreciate this event because you are really listening."

Vice Chair Greg Hitchcock, Cowlitz Indian Tribe

Effective Intergovernmental Relations and Native Engagement

- **Tribal engagement must occur in a government-to-government format.** Tribal Nations are governments with a distinct legal and political status. Tribal Nations hold a unique relationship with the United States federal government and Washington State government. As a city within a state and nation that uses this framework, the City is well positioned to model more effective Tribal-City relationships and engage Tribal governments as sovereign nations and regional partners. Distinct from government-to-government engagement with Tribal Nations, the City also invests in Native engagement to improve services to all American Indian, Alaska Native, and Native Hawaiian residents.

"It is important to acknowledge that our people are not, and should not, be characterized as racially different or ethnically different, that we are politically and legally distinct population within the subset of Seattle."

Councilmember Donny Stevenson, Muckleshoot Indian Tribe, and Indigenous Advisory Council member

- **Two-way dialogue is essential to effective Tribal Relations.** The format of the Summit is a two-way dialogue among governments. Elected and appointed City officials engaging in direct conversations with elected and appointed officials of Tribal Nations creates a forum for generative discussion in an inter-tribal setting. It is critical that the City continue to host a Tribal Nations Summit that is focused on listening, learning, and commitment to action. Two-way dialogue must be carried throughout Tribal consultation and engagement efforts citywide.

“Those of us that are not from here are guests. And that means that we have to behave in that way. We get together like this to make sure we respect Tribal sovereignty above all other things. Because none of us would be here without it. ... You all are a part of something incredible, and I want you to behave that way. Behave number one as a guest and number two as somebody who’s here to champion this. And that means meaningful work.”

Esther Lucero, Seattle Indian Health Board and Indigenous Advisory Council member

- **Improvement to interjurisdictional law enforcement coordination and communication are needed.** There is a lack of information sharing between Tribal law enforcement agencies, Tribal governments, local law enforcement agencies, and City government. The City does not collect tribal affiliation data and has no protocols for engaging Tribal law enforcement agencies when tribal affiliation is known. The City navigates a complex landscape of personal privacy right of individuals, local policy directives, and the needs of Tribal governments that seek to protect and serve Tribal citizens.

As regional partners, there are opportunities for joint operations, interlocal agreements or memorandums of agreement (MOA) for working across jurisdictions to address drug trafficking, human trafficking, violent crime, missing persons ,etc.

The Washington State Attorney General’s Office coordinates a Statewide Missing and Murdered Indigenous People (MMIP) Taskforce. The City should proactively engage in interjurisdictional taskforces such as the Statewide MMIP Taskforce to build relationships, participate in policy discussions, and learn about key issues and solutions that can be implemented at a local level.

- **Tribal consultation and engagement are most effective when it is early and often.** Tribal governments routinely engage in consultation on a variety of federal, state, and local issues on Tribal and ancestral lands. One Tribal Nation noted that the Tribe actively tracks upwards of 80 development projects in ceded territory that impact Tribal interests. Tribal interests are vast, and local governments should routinely communicate with Tribal governments to better understand known areas of interests. Proactive

and ongoing communication mitigates potential conflicts that often occur late in a development process. Representatives discussed the need for robust consultation on long range issues that impact Tribal interests, including renewable energy development and long-range energy planning.

- **Seek opportunities to protect and enhance Tribal data sovereignty.** There is a lack of awareness on the data sovereignty of a Tribal Nation or Native community and the need to protect culturally sensitive information from non-Tribal partners. Indigenous and Tribal data sovereignty is a fundamental principle to effective Tribal Relations and Native engagement. Yet, local and state governments operate under strict public disclosure laws that can complicate Tribal engagement in natural and cultural resource issues. In addition, local and state governments often practice demographic data standards that are not aligned with best practices in American Indian and Alaska Native data, especially in the law enforcement and education systems. Local government should carefully consider the use of data sharing agreements and limit City collection of raw data from Tribal governments and Native communities to support Tribal data sovereignty.
- **Codifying commitment to Tribal and urban Native engagement.** The City of Seattle can learn from federal and state models that institutionalize and formalize intergovernmental relationships and enhance trust and treaty obligations to Tribal beneficiaries through consultation and confer policies. Washington State has implemented a government-to-government framework through the Centennial Accord since 1989. In 2026 Governor Ferguson issued Executive Order 25-10 to set a new standard for Tribal consultation statewide that is timely, responsive, and guided by Tribal expertise.

"...As Tribal leaders, ...our number one role is to educate. Tell them all the history, tell them who we are, where we go. ...I hate saying mitigation because you can't mitigate something that is actively being utilized. It is a living culture. You can't mitigate something that is providing a food source for our people...and the future generations."

Councilmember Jeremy Takala, Confederated Tribes and Bands of the Yakama Nation and Indigenous Advisory Council member

"I took an oath of office to protect our treaty rights. I think it's important that everyone understand that everything that runs into the Salish Sea affects our treaty harvest, whether it be salmon or shellfish...try to do anything and everything you can to protect it."

Councilmember Jay Mills, Suquamish Tribe and Indigenous Advisory Council member

- **Indigenous Advisory Council is a unique model for Tribal and urban Native representation in local government.** The Indigenous Advisory Council is a public commission to the City that has provided an important inter-tribal organizing space for Tribal and urban Native communities. The commission has been influential in developing the Tribal Nations Summit and informing many City projects and plans. In 2024, the Indigenous Advisory Council advised 8 City departments on 16 City plans, programs, and services to ensure Tribal and urban Native priorities are elevated among City partners.



Left to right: Councilmember Jeremy Takala, Confederated Tribes and Bands of the Yakama Nation; Chief Operations Officer Marco Lowe (service term: 2022-2025), City of Seattle

Increasing Education and Awareness

- **Each Tribal Nation has unique interests and needs.** Tribal Nations and Native communities often share interests in ensuring that local services are culturally responsive and community-defined. Yet, it is essential for local government to recognize and engage with Tribal Nations and Native communities with the understanding that there are unique interests and needs within each of these Nations, organizations, and communities that is tailored to the legal and political status, histories, geographies, languages, traditions, and protocols of distinct groups.

"...my role here is to educate not only the current work that Yakama Nation is doing, but [to discuss] the historical trauma that has been posed on our people. ...When I talk about our fisheries, that's pretty much who we are... that is how we are connected. The water connects us, and just like the trees, it connects us."

Councilmember Jeremy Takala, Confederated Tribes and Bands of the Yakama Nation, and Indigenous Advisory Council member

- **Seek opportunities to value and integrate Indigenous knowledge.** Representatives shared examples of Tribal land management practices that increase plant production, sustainable harvests, and reduce extreme wildfire risk. The stewardship of land and water resources by Native communities have long revealed that these resources take active management to make landscapes sustainable and healthy.
- **Indigenous worldviews and context shape advocacy with local government.** The City is a relatively young political entity. Tribal Nations are political entities that have existed since time immemorial, and well before the origins of the United States government. In an Indigenous worldview, policy and advocacy is intrinsically linked to taking care of relatives (Tribal people and all people) now and generations into the future. Tribal Nations and Native communities often center the protection and restoration of the lifeways that sustained entire cultural communities in synergy with the natural world for millennia. In addition, the distinct legal and political status of Tribal Nations and Tribal beneficiaries requires continuous advocacy across all levels of government to ensure that trust and treaty obligations are fulfilled. This worldview and context results in long-range and holistic advocacy that can be in contrast to the priorities of western societies. The City has an opportunity to consult and engage with the goal of supporting Tribal priorities and protecting and enhancing trust and treaty rights.

"... Tribes historically have been very active in managing Tribal resources... [and] natural resources. Huckleberry took a lot of active management... [Tribes led] burning of the meadows that keep forests and growth under control. The smoke that we see in August and September is not something new here. This goes back centuries of active management of the land. We have to not lose sight [of the fact] that the land takes effort to make it sustainable for all of us."

Vice Chair Greg Hitchcock, Cowlitz Indian Tribe

"We have a place-based understanding in our original inhabited place, the Salish Sea. And from that place we have a worldview. In the words of Vine Deloria Jr. We live in two worlds, we live in and maintain in our cultural world, and we live in a colonial world. The one that is swift and coming. We as Tribal people have to hang onto what we know is true for us. And we continually pray seven generations for our people, we believe it is our sacred obligation to help and protect the land and water, it has sustained us for thousands of years."

Althea Wilson, Government Affairs and Treaty Rights Department, Lummi Nation

- **Renewable energy development and Tribal interests.** The region has a long history of renewable energy projects that have supported economic prosperity through relatively low-cost energy. Yet too often these projects result in negative impacts to Tribal cultural and natural resources. Decades of Tribal advocacy are resulting in a new era of restorative justice to improve the health of river ecosystems, including fish and wildlife migration. Learning from this history, we are in a critical moment of ensuring that a just transition to wide scale renewable energy options is informed and influenced by Tribal priorities and addresses Tribal interests in treaty rights and cultural resource management.

"My main call today...is that it is time to open our longhouses. With what is going on in the other Washington, everyone is potentially under attack. Everyone is potentially a target. And we have to take care of each other. We have to take care of our community members. We have to take care of our neighbors."

Treasurer Josh Gabel, Snoqualmie Indian Tribe

- **Tribal Nations and Native communities are impacted by regional affordability issues.** Rising housing costs in Seattle contribute to displacement of Native people from Seattle into other parts of King County and the wider metro area. Urban Indian organizations are experiencing the displacement of clients and workers that can no longer afford to live within the city. Tribal Nations are experiencing a limited housing stock and high cost of housing that contribute to displacement of Tribal members throughout the region. Affordability is a regional challenge that major cities have an opportunity to address by increasing urban density and subsidizing low-income housing for individuals and families.

"We are seeing a second level of displacement that is moving our populations to the outer fringes, disconnected from the services that have been located in Seattle for generations...from the 1950s and 1960s our people came here and accessed those services. [The services] are now more fragmented and [we are] more disconnected from those services than [we] have ever been...we are starting to see fewer and fewer opportunities because of those housing pressures."

Andrew Strobel, Delegate, Seattle Community Council,
Central Council of Tlingit and Haida Indians of Alaska



Director Dwane Chappelle, Department of Education and Early Learning

Advancing Relationships and Trust Building

- **Take opportunities to listen and learn about priorities and interests.** The Tribal Nations Summit has been a critical space to learn about a diverse range of Tribal interests and priorities on a routine basis. For the first time, many City departments have access to learn directly from Tribal and urban Native leaders. Representatives discussed the importance of the City convening a Tribal Nations Summit and encouraged City monitoring and engagement in Tribally-driven venues such as Affiliated Tribes of Northwest Indian (ATNI), Northwest Indian Fish Commission (NWIFC), and the MMIP Statewide Taskforce to keep apprised of the policy interests of Tribal Nations and Native communities across the region.

"I want you take a moment and breathe all of this in. Look around, because there is not other city where you are going to see City officials...and city staff at the table with Tribal leaders. No other place."

Esther Lucero, President and CEO, Seattle Indian Health Board and Indigenous Advisory Council member

"We may think that we're in 2025 and these things [racism] don't exist, but they still exist...these things are happening today...But that is the realization of who we are, when we are practicing those treaty rights that we have been fighting for not just for today, but for tomorrow, for our future."

Secretary Rodney John, Swinomish Indian Tribal Community

- **Learn from Tribal co-managers.** Tribal Nations are proven leaders in fisheries co-management and salmon recovery in Washington State. There are other areas of stewardship that Tribal Nations are well positioned to inform. Tribal Nations have successfully advocated for reduced overconsumption and commercialization of traditional foods in partnership with the federal government. Tribal Nations also lead in public awareness and advocacy around the impacts of recreation on treaty protected resources and other cultural resources. Tribal and State co-managers are already discussing many stewardship issues that local government can learn from.



Councilmember Donny Stevenson, Muckleshoot Indian Tribe

Investing in Collaboration and Partnership

- **Prioritize Indigenous birth equity and youth development.** Since 2014, American Indian and Alaska Native births per year represent about .5% of all births in King County. National, state, and local data show that American Indian and Alaska Native babies experience higher mortality rates and are born with lower birth rates in comparison to their non-Indigenous white peers. In addition to this, Indigenous pregnant people disproportionately carry the burden of maternal mortality. Yet, culturally attuned care is changing these outcomes. Locally, urban Indian organizations are modeling the power of reclamation of Indigenous birth work, culturally responsive healthcare and early learning, universal basic income, youth mental health services, and culturally attuned youth development programs to demonstrate that racially proportionate outcomes are addressed through culturally attuned and community-defined solutions. Prioritization of healthy babies, youth, and families is foundational to creating a thriving community.

"...our families have birthed 122 healthy and happy Indigenous babies in King County since 2021. That is a great accomplishment. ...babies born in our program have experienced a higher birth weight and maternal mortality has dramatically decreased with us."

Tia Yazzie, Indigenous Advisory Council youth representative and Abundance Auntie at Hummingbird Indigenous Family Services

- **Support co-management.** Many Tribal Nations hold a fisheries co-management role with the State of Washington and invest significantly in protection and enhancement of fisheries, habitat, water quality, and other natural resources. Representatives discussed the opportunities for local government to enhance the ongoing work of co-managers. The City is well positioned to take a whole-of-government approach to improve coordination and investment in the restoration of urban watersheds across City departments in collaboration with Tribal Nations. Representatives noted that modeling successful engagement, collaborations, and partnerships with Tribal Nations is critical to demonstrating what is possible for other critical negotiations (i.e. Columbia River Treaty).

- **Improve access to practicing treaty protected rights and support for Tribal sovereignty to steward cultural and natural resources.** Several Tribal Nations exercise treaty rights in and around Seattle and dozens of Tribal Nations steward cultural and natural resources. Tribal representatives discussed several strategies to protect and enhance treaty rights and stewardship of cultural and natural resources including:

- » Increase Tribal access to public boat launches and waterways to exercise treaty rights;
- » Prioritize removal of culverts that are barriers to fish passage in urban watersheds;
- » Coordinate with Tribal co-managers to address pinnipeds that impact fish harvests;
- » Increase habitat restoration for urban wildlife and migratory fish;
- » Increase urban tree canopy to cool stream temperatures and support shoreline habitat in urban watersheds;

"When signing the treaties our ancestors had the foresight to reserve the rights to fish, hunt, and gather. In doing so, they passed on to us the responsibility of that stewardship. We know that health of our rivers, shorelines, forests, and wildlife is directly tied to the health of our people and future generations. Protecting salmon, restoring habitat, safeguarding our sacred places, and ensuring access to traditional foods and medicine are not only environmental issues, they are matters of cultural survival and justice.

Vice Chair Josh Bagley, Squamish Tribe

"...When there is discussion about recreation...making sure that Tribes are at the table because every time you open up a recreation trail, that [disrupts] our sacred sites...habitat, and our ability to hunt and gather."

Summer Hammons, Treaty Rights and Government Affairs, Tulalip Tribes

- » Assess and address the impacts of recreation on Tribal interests and Tribal access to cultural resources;
- » Improve water quality and habitat through continued efforts to address clean-up of the Lower Duwamish Waterway;
- » Address combined sewer overflows that negatively impact water quality; and
- » Prioritize native plants that are drought resistant and critical cultural resources to Tribal Nations and Native communities.



- **Increase collaboration among law enforcement agencies.** There are many opportunities to improve communication, collaboration, and partnership among Tribal and local law enforcement agencies, including:
 - » Partner on the City’s Before the Badge training and other training opportunities for leadership and staff to learn from and about Tribal and urban Native communities;
 - » Develop protocols for communication and coordination among agencies;
 - » Develop notification protocols to Tribal governments when appropriate;
 - » Create Memorandums of Agreement (MOAs) among City and Tribal law enforcement agencies for mutual aid and joint operations; and
 - » Develop data sharing agreements (DSAs) among City and Tribal law enforcements agencies to share relevant data

- **Collaborate to address complex issues.**

Representatives discussed many opportunities to address complex and cross-sector, interjurisdictional issues, including the crisis of Missing and Murdered Indigenous People (MMIP), drug trafficking, behavioral health, homelessness response, and affordability. Drug trafficking across cross jurisdictions and is felt in urban and rural Tribal communities. The regional impact of drug trafficking and addiction spans urban centers to rural Tribal communities. Representatives discuss the critical importance of behavioral health and housing services for Native people that center culture, tradition, and belonging within Native communities.

The Indian healthcare system and clinics operated by Tribes are a network of culturally relevant care in the region that could be bolstered by local partnership and investment.

- **Prioritize community safety in regional preparation for FIFA World Cup.**

The influx of visitors during the FIFA World Cup requires regional planning and coordination to ensure community safety. Representatives stressed the need to proactively address sex and labor trafficking that is known to increase during large events by investing in hospitality training, awareness campaigns, and increased law enforcement operations in these areas.

Representatives also stressed the importance of preventing violence against people experiencing homelessness and among racial minorities in the downtown area.

"We have Native people who are just not able to access Seattle Public Schools...[we have Native people] who are not able to access the Seattle Promise, because they cannot afford to live in the city...[Native-led] organizations are putting together proposals for almost 400 units of family size housing...we need officials to really come behind us and support these initiatives... actually giving access to Native families and affordability in this beautiful city that we live in."

Colleen Echo-Hawk, Interim Executive Director, Seattle Indian Services Commission

"We have established a Violence Against Women Taskforce within our local chapter...We recently established a veterans committee... [We want to find] ways in which we can be of service and be a part of discussions here on a City level to help our Tribal citizens."

Vice Chair Jessica Elope, Seattle Community Council, Central Council of Tlingit and Haida Indians of Alaska

- **Engage Tribal enterprises and Native entrepreneurs to advance economic development.** Tribal enterprises are economic engines for the region that drive workforce growth and provide essential services for Tribal Nations. Native entrepreneurs and small businesses contribute to the thriving landscape of Seattle businesses. The City is well positioned to engage these partners in a range of economic development programs, services, and initiatives that have historically underserved the interests of Tribal Nations and Native communities. The City has opportunities to better align technical assistance and supportive programming to Native-owned small business and support inclusion of Tribal enterprises in key industry planning and workforce development in the region.

"If you treat everyone like your relatives, you're going to do extra. You're going to make sure that it's going to get solved. You're going to show love and kindness. You're going to see follow through...If everyone in every community could learn to do that...to look at those you are serving as your relatives...that is what it takes."

Derrick Belgarde, Executive Director of Chief Seattle Club and Indigenous Advisory Council member

- **Increase capacity for alternative crisis response.** Representatives stressed the importance of the City's continued implementation of alternative crisis response and encouraged City leaders to:
 - » Expand CARE Team first responders to respond and partner with Indian health care system and urban Indian organizations to grow the culturally attuned continuum of care;
 - » Strategize with Tribal Nations and Native communities to ensure City programs and services to people with severe and persistent mental health and co-occurring disorders operate in an Indigenous worldview. Such as, we are all relatives and should be cared for as relatives.



- **Build the continuum of care.**

Representatives discussed the importance of investing in a diversity of housing and emergency shelter options. People experiencing homelessness and housing instability are not a monolith. The local housing and emergency shelter stock should reflect this diversity by including expansion of transitional housing such as tiny home villages and sober housing, continued investment in the development, maintenance, and operations of permanent supportive housing, and expanded investment in a range of affordable family sized homes to rent and to own.

The continuum of care extends well beyond housing and should include behavioral services for people living at the intersections of homelessness, housing instability, and co-occurring disorders. The continuum should include detox and stabilization centers, inpatient and outpatient behavioral health services (mental health and substance use disorders), and emergency crisis response led by the CARE department and other stakeholders in the health and human services sector.

“Young people experiencing instability today are tomorrow’s chronically unhoused adults, unless we intervene early. As leaders, you carry not only the power and the responsibility to shift how our community responds to homelessness, not merely by reacting after crisis, but by preventing that crisis in the first place...I hope our discussion today is also about upstream solutions.”

Jaci McCormack, Indigenous Advisory Council member representing Rise Above and Co-Founder and Executive Director Rise Above



Councilmember Debora Juarez, Seattle City Council

Commitments

The City of Seattle seeks to strengthen intergovernmental relationships with Tribal Nations and to define our role in fulfilling trust and treaty obligations to Tribal and urban Native communities. This work requires sustained commitment and vision. The following four commitment areas have been identified through the Tribal Nations Summit and reflect areas of improvement citywide. The following sections include actionable items led by City departments. Many of these items have overlapping alignment across commitment areas but appear once for the purpose of this summary report.

Commitment Area 1: Effective Tribal Relations and Indigenous Engagement

The City seeks to engage with sovereign Tribal Nations through a framework rooted in Tribal sovereignty and self-determination to improve the effectiveness of Tribal Relations. The City seeks to improve programs and services for American Indian, Alaska Native, and Native Hawaiian residents in Seattle through engagement with Native communities.

"One of the women [this morning from Muckleshoot] spoke about tension and compromise. And I hope that those of you that are in the room and who are electeds understand that. Tension and compromise, but we lead in a good way. I hope that we leave that legacy."

Councilmember Debora Juarez (*Blackfeet*),
District 5, Seattle City Council

- Co-develop a policy that outlines the City's commitment to working with Tribal governments and urban Indian organizations to better fulfill trust and treaty obligations.
- Increase the frequency and scope of Tribal consultation and early engagement, and urban Native engagement across City projects, plans, and policies.
- Improve interdepartmental collaboration and coordination of engagement and consultation that better serves Tribal and urban Native partners.
- Provide training, advisory support, and learning opportunities for City staff that engage with Tribal governments and Native communities.
- Prioritize opportunities for City leaders to meet with Tribal governments to learn directly from Tribal Nations about Tribal priorities and interests.

- Increase the City’s outreach and engagement with Tribal Nations to visit Tribal communities and invite Tribal leaders to more City policy and decision making spaces.
- Support the Indigenous Advisory Council to fulfill their role as a culturally grounded advisory body of Tribal and urban Native leaders. Support other boards and commissions to include Tribal and urban Native leaders to further integrate Indigenous representation in local decision-making processes.
- Seek understanding to elevate shared Tribal-City priorities through regional advisory bodies and boards, such as the Washington Water Resource Inventory Area (WRIA) 8 Salmon Recovery Council.
- Meet with Tribal governments to learn about local, regional, state, and federal priorities.

Commitment Area 2: Cultural Vitality and Visibility

The City has a responsibility to bring forward local Coast Salish cultures, histories, stories, languages and art, and to encourage a diversity of Indigenous arts and cultural placemaking and integration of Indigenous values throughout the City landscape. Together, we generate a sense of belonging and connection among the natural and built environment in Seattle for all people.

- Engage Tribal and urban Native partners in cultural planning to include Native priorities, values, and cultures in creative placemaking strategies.
- Invest in cultural spaces that increase the visibility and vitality of Native cultures, traditions, values, and languages in the urban landscape, such as:
 - » Tribal Interpretative Center partnership with Seattle Center and Muckleshoot Indian Tribe;
 - » Northwest Native Canoe Center partnership with Seattle Parks and Recreation and United Indians of All Tribes Foundation; and
 - » Investments in culturally attuned housing, healthcare, youth development, cultural facilities, and other facilities operated by urban Indian organizations.

"We must have systems with our government to continue and follow up on the work [we started] in 2023. Originally, we thought we would come back and have a summit the next year, and it was clear that we had more work to get done before we reconvened. The one thing I have seen since 2023, is the need to create the systems and checkpoints within our government and to continue to follow up on it."

Councilmember Dan Strauss, District 6, Seattle City Council

- Convene Tribal and urban Native partners around economic development issues and identify areas of shared interest in advancing Tribal economic development in Seattle and supporting Native entrepreneurs, Indigenous creatives, and Tribal enterprises.
- Consult Tribal Nations and engage urban Indian communities in the development and implementation of City plans, such as:
 - » Food Action Plan;
 - » Comprehensive Plan and Subarea Plans;
 - » Families, Education, Preschool, and Promise Levy Implementation and Evaluation Plan;
 - » Parks and Open Space Plan; and
 - » Climate Action Plan.

Commitment Area 3: Collaborative Cultural Resources Stewardship

The City stewards land and resources within City limits and among City assets throughout Washington State. There is a responsibility to ensure that City policy, services, and utility infrastructure, which have far-reaching impacts for Tribal Nations and Tribal citizens who live, work, play, and exercise Tribal sovereignty and treaty rights in and around our City and across our region, are rooted in collaborative stewardship.

- Invest in Tribal priorities within hydroproject relicensing efforts including improvements to river ecosystems such as habitat restoration and wildlife and fish migration.
- Discuss the anticipated power operations and needs of Seattle City Light with Tribal Nations.
- Partner with Tribal-State co-managers to collaboratively support the recovery of the sockeye salmon run in the Cedar River and other migratory fish passages in and around Seattle.
- Collaborate with Tribal Nations to advocate for stronger regulations on the toxic chemical 6PPD-q that has been proved to negatively impact the development of juvenile salmon.

"We have to continuously reeducate and reeducate people on who we are as Indian people, when we live right next door...we cannot afford to continually allow our allies to be ignorant about who we are and where we come from, because it's our sacred obligation [to protect and sustain and preserve resources for seven generations]."

Althea Wilson, Government Affairs and Treaty Rights Department, Lummi Nation

- Collaborate with Tribal Nations on the prioritization strategy for the removal of fish passage barriers in urban watersheds.
- Invest in land and water stewardship activities led by Tribal Nations and Native communities.
- Manage assets and ensure accessibility to saltwater and freshwater public boat launches for Tribal fishing and public access.
- Collaborate with Tribal Nations to increase visibility and awareness of Tribal histories, languages, and cultures in public spaces such as parks, greenspaces, natural areas, and watersheds.
- Be collaborative partners in the area of environmental justice, particularly the Duwamish River clean-up.

Commitment Area 4: Culturally Attuned Systems of Care

The City seeks to invest in community-defined and culturally attuned systems of care that address the social and economic needs of a diverse range of American Indian and Alaska Native peoples who reside in Seattle across policy areas including housing, healthcare, youth development, family supports, education, arts and cultural placemaking, civic engagement, and much more.

- Improve information sharing and increase partnerships between local law enforcement and Tribal law enforcement agencies.
- Increase opportunities for City leadership to learn about the Missing and Murdered Indigenous People (MMIP) epidemic, including challenges that impacted individuals, families, and Tribal governments experience with non-Tribal law enforcement agencies.
- Improve internal integration and coordination of law enforcement and frontline responders to connect with culturally relevant service providers.
- Invest in capital and operating expenses for culturally attuned behavioral health facilities and invest in increasing access to behavioral health services for Seattle residents.
- Convene with Tribal and urban Native partners on internal and external planning and coordination efforts for the 2026 FIFA World Cup.

"What I know and believe to be true is that we are stronger together, and that cooperation and communication is better than division."

Chief Shon Barnes, Seattle Police Department



Kyle Iron Lightning, Seattle Public Utilities

- Foster stronger relationships with Seattle Public Schools to better understand Native Education services and gaps in services that impact American Indian and Alaska Native students and families.
- Invest in Seattle preschool programs that provide culturally attuned services to American Indian, Alaska Native, and Native Hawaiian preschoolers.
- Expand and deepen relationships with Native service providers to ensure proactive communication and improved services to meet the needs of Native children and families.
- Increase access to culturally relevant childcare and early learning programming for Native youth and families.
- Seek better alignment and coordination of City investments across departments that support Native youth and families experiencing homelessness or housing insecurity.

"...we need to do the things to respond to the issues we have, but we also need to fundamentally think, what's the better way to do it? And that's the kind of conversation we need to carry on. The holistic approach that [Tribal and urban Native communities] are using is a better way to do it. I hope that we can learn from that and in these ongoing conversations as we build trust so that we together can try to reimagine some of these systems to create better outcomes across the board and particularly for Native communities."

- Deputy Mayor Greg Wong (service term 2022-2025)

- Invest in culturally attuned gender-based violence services, including commercial sexual exploitation.
- Invest in the capacity building, development, maintenance, and operations of culturally attuned affordable housing and emergency shelters.

