



# 2023-2025 Strategic Plan

Setting a vision for a culturally grounded local advisory body

Indigenous Advisory Council  
Department of Neighborhoods, City of Seattle

# Guiding Statements

## Mission

Advise local government on culturally grounded policy and systems changes that transfer power and resources to Indigenous communities.

## Vision

Tribal and urban Native communities guide transformational relationships with government and community partners that are rooted in reciprocity, repair, and shared power.

## Values

The Indigenous Advisory Council holds the following shared beliefs that inform, motivate, and guide the collective work of the Council:

<b>Center Indigeneity</b>	We lead with our responsibility to protect and advance Tribal sovereignty and self-determination. We recognize and honor the diversity of Indigenous cultures, traditions, and lifeways that heal and uplift our communities, especially our youth.
<b>Honor Collective Responsibility</b>	We each hold a critical role in the circle and deeply value our ability to work together and hold each other accountable to progress.
<b>Build Collective Power</b>	We strive to authentically listen and amplify the needs and collective priorities of Indigenous communities in ways that transfer power and resources to Indigenous communities
<b>Embrace Humor</b>	We recognize the healing power of laughter, joy, and a shared meal, especially as we engage in the hard work of addressing the impact of settler colonization and systemic oppression.

# Building on a History of Collective Organizing

Our region is home to diverse and thriving Indigenous communities that have engaged in collective advocacy and social change movements for generations. From addressing the chronic underfunding of trust and treaty obligations to dismantling institutional racism and the on-going inequitable practices of non-Tribal governments, Native people have a legacy of collective organizing to advance the health and well-being of our communities. We have long understood that our work is intersectional. By uplifting and centering Indigenous ways of knowing, we restore health and well-being to Indigenous communities. This healing and transformational practice works to undo systems of oppression in ways that positively impact all communities.

Through the advocacy of City, Tribal, and urban Native leaders, the Indigenous Advisory Council was formed and resourced to ensure a sustainable pathway for Tribal and urban Native engagement in public policy processes. [Ordinance 126512](#) created the Indigenous Advisory Council (IAC) to advise the Mayor, City Council, and City departments on policies, budgets, programs, services, and projects directly affecting Indigenous populations. The council fills a critical role in local government as a culturally grounded advisory body comprised of Tribal and urban Native representatives. The voices of Elders, youth, urban, and reservation-based Native people are included in the council formation. This structure creates a unique space for intertribal Indigenous leaders from many sectors and backgrounds to share teachings and align on big picture opportunities impacting Indian Country, both nationally and close to home. Through Indigenous approaches to policy and systems changes, the IAC seeks to move government and community partners towards transformational relationships rooted in reciprocity, repair, and shared power.

Prior to the formation of the Indigenous Advisory Council, the City of Seattle had limited channels for engaging Tribal and urban partners in public policy processes. There have been periods in our City history where Tribal Nations were not provided the opportunity to be at the table for critical decisions impacting our region nor appropriately consulted on issues impacting trust and treaty rights. Our current approach to engaging Native communities includes a revitalized Tribal Relations division that fosters a more robust and authentic government-to-government relationship to engage Tribal Nations as sovereign governments and regional partners. The Indigenous Advisory Council provides a critical avenue for Tribal and urban Native partners to address a wide range of issues impacting Indigenous communities. Our work is often complementary, while being mindful to respect the government-to-government process that is inherent to effective Tribal Relations. Together these approaches strengthen our Citywide system for Tribal and urban Native engagement.

## 76% of American Indian and Alaska Native people live in urban areas

(U.S. Census, 2020)

## Over 60,000 American Indian, Alaska Native, and Native Hawaiian people live in King County, including over 23,000 Indigenous people in Seattle

(U.S. Census 2020)

Since time immemorial, Coast Salish Tribal communities have stewarded the land and water, including Tribal Nations who reserve treaty rights and continue to protect cultural resources. In recognition of the political relationships of Tribal Nations and local government, the City of Seattle's government-to-government relationship with Tribal Nations continues to be fulfilled by the [Office of Intergovernmental Relations](#). The Indigenous Advisory Council serves as a supplemental avenue to engage Tribal partners in support of a thriving regional community that authentically and appropriately involves, respects, and values the original stewards of the land on which Seattle resides.

Our diverse urban Native communities include American Indian, Alaska Native, Native Hawaiian people affiliated with hundreds of Indigenous identities and distinct communities and cultures. [Urban Native people are Tribal people who live off federally defined Tribal lands.](#)

A large part of the increase in the urban Native population is a direct 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 and faced new economic insecurity. When federal relocation efforts started, 8% of Native people lived in urban areas, and by 2020, approximately 64% of Native people lived in urban areas.

As more Native people began to move to urban areas in the 1950s and 1960s, collectives of [Native families and community members stepped in to fill the gaps and hold our communities intact](#) by offering a wide range of cultural and social support services that has created a rich local landscape of organizations and community spaces that provide for the cultural, social, and economic well-being of urban Native people today.

# Indigenous Approach to Public Policy

The IAC seeks to fulfill political, legal, and racial equity obligations to Indigenous people.

## Honoring Political Relationships

Many Indigenous communities hold unique political and legal rights stemming from the government-to-government relationships of Tribal Nations and the federal government. Through treaties, laws, court rulings, regulations, and executive orders, many Indigenous communities are beneficiaries of a unique trust relationship designed to provide for the health and well-being of the communities that ceded hundreds of millions of acres land and resources to create and sustain the U.S. government. The [chronic underfunding of these trust and treaty obligations by the federal government is well documented](#) and when combined with institutional racism and inequitable practices of federal, state, and local governments, fuel [economic and health disparities experienced by Indigenous people](#).

American Indian, Alaska Native, and Native Hawaiian (AI/AN and NH) people are often categorized as a race from a colonial perspective, yet as members of sovereign nations, many Native people also carry a political status and inherent rights to fulfillment of the federal trust responsibility to Native people, regardless of where we reside. The federal trust responsibility spans issues of housing, health, nutrition, economic development, and education. Tribal Nations and many urban Native organizations play a key role in fulfilling some areas of federal trust responsibility through the provision of services. For example, the Indian Health Services is the federal agency tasked with providing health services for American Indian and Alaska Native people, yet due to chronic underfunding, the scope and scale of services does not meet community needs. Tribally operated health clinics and Urban Indian Health Programs fill critical gaps in services and are national leaders in developing culturally responsive systems of care, yet also experience significant and chronic underfunding.

Further complicating the fulfillment of trust obligations is the on-going obfuscation and devolution of the trust responsibility by the federal government. For example, the Affordable Care Act introduced more state government control in healthcare systems that complicated the fiduciary obligation of the federal government to provide healthcare to Native people. Local and state government often fail to recognize the political and legal status of Tribes and Tribal citizens. Tribal and urban Native policy advocates continue to identify and address this on-going practice by working to resource and support the self-determination of Tribal Nations and urban Native organizations that provide services to Native people.

## Advancing Racial Equity

The historic formation of the IAC strives to honor the political class of our community members and simultaneously, work to fulfill the City's commitment to advancing racial equity. Since 2004, the City of Seattle has committed to undoing institutional racism by developing accountable relationships, analyzing the relationship between power and racism, and shifting structures and processes to create racially equitable outcomes. It is well documented that Black and Indigenous people experience the greatest generational and current impacts of racism. The works to address the on-going impacts of settler colonization and system oppression by centering culturally responsive and community-defined solutions, priorities, and investments to cultivate thriving Tribal and urban Native communities. Through a strength-based equity approach, Indigenous communities utilize culture, tradition, language, traditional foods, and Indigenous lifeways to restore health and well-being to individuals and whole communities.

# Ordinance Responsibilities

Ordinance 126512 provides a baseline scope of work that continues to be further defined by the IAC. At a minimum, **the IAC fulfills the following duties:**

- Provide information, advice, and counsel to the Mayor, Seattle City Council and City Council committees, and other City departments and offices on ways to enhance and improve access to City services and resources for American Indian, Alaska Native, and Native Hawaiian people and communities;
- Provide information, advice, and counsel to the Mayor, Seattle City Council and City Council committees, and other City departments and offices on ways to strengthen opportunities to participate in the civic life of the City;
- Collaborate with the Office of Intergovernmental Relations to advise on the development and implementation of a Tribal consultation policy for all City departments and offices to strengthen and enhance a government-to-government framework for engaging local Tribal Nations; and
- Collaborate with the Office of Intergovernmental Relations to advise on the development and implementation of a policy for all City departments and offices to confer with urban Indian organizations to establish a framework for fulfilling fiduciary and other obligations to urban American Indian and Alaska Native people.

**The IAC membership is empowered to redefine the cultural fabric of Seattle as a City and foster the overall health and well-being of Indigenous residents by:**

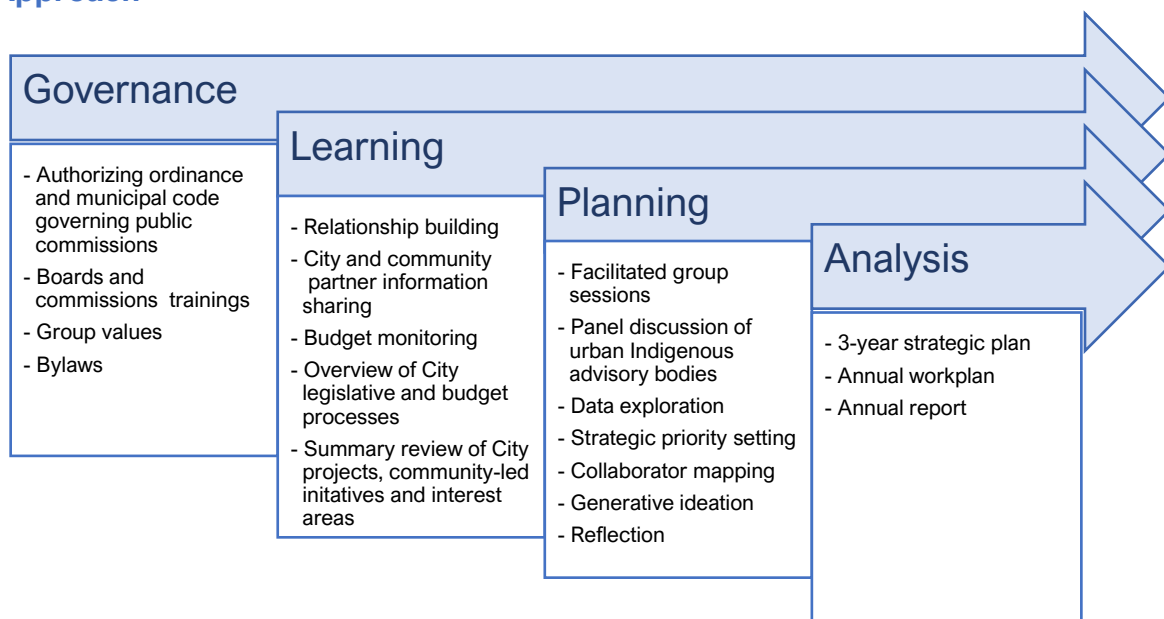
- Collaborating and advising the Mayor, Seattle City Council, and City department leaders regarding issues, policies, budgets, and potential projects;
- Providing opportunities to educate and practice Native cultures and lifeways within the urban landscape and City institutions; and
- Developing best practices to engage with Indigenous peoples in the area that respect the right to self-determination.

## Developing A Collective Vision

Over the course of nine months, the IAC worked to define a collective vision of its role as an advisory body. This iterative process included tasks focused on governance, learning, planning, and analysis. When woven together we have created a three-strategic plan that acts as a pathway for leveraging City resources for the benefit of Native communities throughout the region.

Our goal in the planning process was to narrow in on key issue areas that impact Tribal and urban Native communities that can be leveraged by the interests, expertise, and relationships of the IAC members. The IAC members explored the challenges of balancing advisement of existing City of Seattle planning and implementation efforts while simultaneously driving larger policy and systems change issues. Through this holistic approach of addressing both City-defined and IAC-defined needs, the IAC seeks to establish itself as an essential advisement body for City leadership that generates positive short- and long-term impacts among Tribal and urban Native communities.

### Planning Approach



# A Holistic Approach

Members will use a committee structure to move the technical work of the IAC efficiently and effectively. The IAC will create three committees that allow members to address priority issues through relationship building, advisory support, and policy recommendations. As committees are formed, members will explore capacity, time, and City resources, to further define how the work of the IAC will get coordinated, delegated, and advanced over the next three years.

The intersectionality of these committees reflects the holistic approach common among Indigenous value systems that focus on whole person and whole community wellness. When needed, committees will work collaboratively or as a full council to explore the intersectional issues facing Indigenous communities. Committees provide space to define and develop priority activities for review by the full IAC and to explore and deepen relationships among Indigenous, community, and government partners.

## Systems Transformation Committee

Focused on structural reforms within the City of Seattle to shape and guide *Systems Transformations* that drive more equitable outcomes

## Thriving Indigenous Communities Committee

Focused on housing, homelessness, health, youth, and gender-based violence including Missing and Murdered Indigenous People (MMIP) to cultivate *Thriving Indigenous Communities* through culturally responsive and community-led strategies

## Indigenous City Committee

Focused on art & culture, placemaking, economic opportunity, and environmental justice & food sovereignty to build an *Indigenous City* reflective of cultural and community needs



# 2023-2025 Strategic Plan

STRATEGIC PRIORITY AREA	PRIORITY ACTIVITIES			2023				2024				2025						
Development >> Setting a foundation for success				Lead	Parties Involved	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Status
<b>Goal 1:</b> Establish a culturally grounded local advisory body that acts as a trusted advocate, advisor, and connector to City partners on issues impacting Tribal and urban Native communities	<ul style="list-style-type: none"> <li>Hold regular full council meetings to facilitate relationship building (internal and external), information sharing, and provide oversight of priority activities</li> </ul>	IAC full council	City dept leadership and staff; community partners	x	x	x	x	x	x	x	x	x	x	x	x	2 <sup>nd</sup> Fridays 12:30pm-2:30pm		
	<ul style="list-style-type: none"> <li>Develop and periodically revisit culturally grounded group values</li> </ul>	IAC full council		x				x					x			Adopted Nov '22		
	<ul style="list-style-type: none"> <li>Develop and periodically revisit bylaws to define group self-governance protocols</li> </ul>	IAC full council		x				x					x			Adopted Nov '22		
	<ul style="list-style-type: none"> <li>Develop member orientation resources and training schedule to empower IAC members to exercise full capacity as public commissioners</li> </ul>	IAC full council			x	x										In process		
	<ul style="list-style-type: none"> <li>Provide new member orientation to empower IAC members to exercise full capacity as public commissioners</li> </ul>	Staff liaison														As needed		
	<ul style="list-style-type: none"> <li>Steward program expense resources to compensate community expertise and advance the goals and priorities of the IAC</li> </ul>	IAC full council	DON	x	x	x	x	x	x	x	x	x	x	x	x	x	On-going	
	<ul style="list-style-type: none"> <li>Incorporate meeting activities and networking opportunities that strengthen teamwork, unity, coordination, and communication for the work ahead</li> </ul>	IAC full council		x	x	x	x	x	x	x	x	x	x	x	x	x	On-going Identify addtl in-person meeting ops	
	<ul style="list-style-type: none"> <li>Leverage the strengths, knowledge, experience, and relationships of the IAC members and staff to guide priority actions</li> </ul>	IAC full council		x	x	x	x	x	x	x	x	x	x	x	x	x	On-going Link priority actions to IAC SMEs	

STRATEGIC PRIORITY AREA	PRIORITY ACTIVITIES	2023				2024				2025						
Annual Planning >> Mapping action steps and evaluating progress		Lead	Parties Involved	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Status
<p><b>Goal 1:</b> Collaboratively set overall goals, priorities, and action steps for the IAC and strategically engage City partners to garner broad institutional support of and accountability to the IAC</p> <p><b>Goal 2:</b> Evaluate and reflect on IAC progress and challenges to improve decision-making, target impact, and increase effectiveness as a culturally grounded local advisory body</p>	<ul style="list-style-type: none"> <li>Strategic planning &amp; coordination               <ul style="list-style-type: none"> <li>Develop and adopt 3-year strategic plan</li> <li>Develop, adopt, and update annual work plan</li> <li>Develop and implement committee structure</li> <li>Continuously evaluate and reflect on IAC progress, challenges, and opportunities</li> </ul> </li> <li>Align and map an annual IAC meeting calendar</li> <li>Monitor local policy to identify upcoming and emergent policy opportunities</li> </ul>	IAC full council	Against the Current Consulting	x	x			x	x			x	x			Draft 1: 3/13/23 Draft 2: 4/10/23 ~Adoption: 6/9/23  Utilize an Indigenous evaluation framework to measure impact
	<ul style="list-style-type: none"> <li>City engagement               <ul style="list-style-type: none"> <li>Present annual work plan and annual report to SCC and MO</li> <li>Present annual update on the IAC at a Governance, Tribal Governments, and Native Communities Committee meeting</li> <li>Support an annual Tribal Nations Summit</li> </ul> </li> </ul>	IAC full council; IAC delegates; OIR	Full IAC; Staff liaison; MO; City dept. leadership		x	x			x	x			x	x		May 2023 OIR Tribal Nations Summit
	<ul style="list-style-type: none"> <li>Develop relationships within City government               <ul style="list-style-type: none"> <li>Meet with Mayor's Office</li> <li>Meet with Seattle City Council</li> <li>Meet with Department leadership</li> <li>Meet with Central Staff</li> </ul> </li> </ul>	IAC full council; IAC delegates					x	x	x	x						
	<ul style="list-style-type: none"> <li>Strengthen relationships with partners to strategically advance IAC priorities               <ul style="list-style-type: none"> <li>Identify and meet with Indigenous-led and Indigenous-serving organizations</li> <li>Identify and meet with non-Native community partners such as philanthropy, businesses, academic institutions, sports franchises, etc.</li> </ul> </li> </ul>	IAC committees	Community partners	x	x	x	x	x	x	x	x	x	x	x	x	On-going



STRATEGIC PRIORITY AREA	PRIORITY ACTIVITIES			2023				2024				2025				
City Budgeting >> Advocating for collective priorities		Lead	Parties Involved	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Status
<b>Goal 1:</b> Cultivate broad institutional support for budget and policy priorities that are culturally grounded and advance the well-being of American Indian, Alaska Native, and Native Hawaiian people by fulfilling trust, treaty, and racial equity obligations to Tribal and urban Indian communities	<ul style="list-style-type: none"> <li>Through engagement with City leadership, identify and assess potential change requests or new investments that may impact American Indian, Alaska Native, and Native Hawaiian people and communities</li> </ul>	IAC full council	MO, SCC, City depts		x	x	x		x	x	x		x	x	x	City Endorsed Budget (2024): City depts adjust endorsed budget ~May 2023; Mayors Budget released ~Sept; SCC passes budget by Dec
	<ul style="list-style-type: none"> <li>Monitor City budget process to identify upcoming and emergent budget opportunities aligned with IAC priority activities</li> </ul>	IAC full council		x	x	x	x	x	x	x	x	x	x	x	x	On-going
	<ul style="list-style-type: none"> <li>Develop protocols to identify a set of budget and policy priorities that align with IAC priority activities</li> </ul>	IAC full council	MO, SCC, City depts					x	x	x	x					2024 advocacy to target 2025-2027 budget
	<ul style="list-style-type: none"> <li>Develop recommendation letters to the Mayor's Office and SCC on collective budget and policy recommendations</li> </ul>	IAC full council						x	x	x	x					2024 advocacy to target 2025-2027 budget
	<ul style="list-style-type: none"> <li>Monitor and assess baseline City budget items to understand broader City budget implications for Indigenous communities</li> </ul>	IAC full council	CBO; City depts									x	x	x	x	

STRATEGIC PRIORITY AREA	PRIORITY ACTIVITIES	2023	2024	2025											
Thriving Indigenous Communities Committee >> Advancing Indigenous wellness by addressing issues of housing / homelessness / health / gender-based violence / youth	Lead	Parties Involved	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Status
<b>Goal 1:</b> American Indian, Alaska Native, and Native Hawaiian people lead healthy and prosperous lives grounded in cultural and community connections	<ul style="list-style-type: none"> <li>• Draft, review, and adopt committee charter               <ul style="list-style-type: none"> <li>○ Define committee structure, membership, and leadership</li> <li>○ Refine committee scope and priority projects and activities</li> <li>○ Define opportunities for community engagement</li> </ul> </li> <li>• Develop annual committee calendar</li> </ul>	TIC Committee; IAC full council				x	x								
	<ul style="list-style-type: none"> <li>• Draft language to frame key issues and articulate messaging points with social determinants of health that impact Native households</li> </ul>	TIC Committee; IAC full council				x	x				x			x	Update annually
<b>Goal 2:</b> Tribal and urban Native communities build generational and community wealth to restore wellness to Indigenous communities and Tribal Nations	<ul style="list-style-type: none"> <li>• Identify City/community partners, allies, and potential collaborators               <ul style="list-style-type: none"> <li>○ Identify and inventory Indigenous serving programs and organizations</li> <li>○ Develop initial community engagement and listening opportunities through committee work</li> </ul> </li> <li>• Prioritize, map, and develop relationships</li> </ul>	TIC Committee; IAC full council				x	x								On-going committee role
	<ul style="list-style-type: none"> <li>• Develop recommendations to resource (operations &amp; capital development) culturally attuned service providers</li> </ul>	TIC Committee; IAC full council				x	x	x	x						Plan for 2025-2027 budget
	<ul style="list-style-type: none"> <li>• Meet with City/regional partners to identify specific opportunities for collaboration and/or joint advocacy on City initiatives, programs, activities, policy, and budgets to advance committee goals, including but not limited to:</li> <li>• Generational Wealth Initiative (DON), Housing Levy (OH), 2035 Comprehensive Plan (OPCD), King County Regional Authority on Homelessness, Black Homeownership Initiative, Seattle Promise Program (DEEL), Native Education Program (SPS), social service grants (HSD &amp; DEEL), behavioral health services (PHSKC &amp; AIHC),</li> </ul>	TIC Committee; IAC full council	City depts; Government and Community partners			x	x	x	x	x	x	x	x	x	On-going committee role

	SPD/UIHI MMIP data reforms, recreation and community space partnerships for youth (SPR), etc.															
	<ul style="list-style-type: none"> <li>Explore and support partnerships between Tribes, urban Native organizations, and government such as SPS, SPR, DEEL, HSD, OH, HSD, PHSKC, SPD, City Attorney's Office</li> <li>Explore and support partnerships between Tribes, urban Native organizations, and community partners such as philanthropy, businesses, academic institutions, sports franchises, etc.</li> </ul>	TIC Committee; IAC full council	City depts; Government and Community partners						x	x	x	x	x	x	x	x
	<ul style="list-style-type: none"> <li>Develop protocols for collaborating with FEPPL Oversight Committee, DEEL, HSD, and OH to advise on City policies, programs, and activities impacting Indigenous people</li> </ul>	TIC Committee; IAC full council	City depts; Commissions & Boards									x	x			
	<ul style="list-style-type: none"> <li>Develop policy recommendations that strengthen long-term asset management and culturally attuned property management of Native-owned facilities (housing, clinics, cultural facilities, business enterprises, and social service locations)</li> </ul>	TIC Committee; IAC full council	City depts; Government & Community partners							x	x	x	x			
	<ul style="list-style-type: none"> <li>Develop policy recommendations and a priority project list to drive development of new Native-owned capital assets (housing, clinics, cultural facilities, business enterprises, and social service locations)</li> </ul>	TIC Committee; IAC full council	City depts; Government & Community partners							x	x	x	x			
	<ul style="list-style-type: none"> <li>Develop recommendations for a set-aside of City CDBG &amp; HUD grants to Tribes and urban Indian organizations</li> </ul>	TIC Committee; IAC full council	OIR; City depts											x	x	x

STRATEGIC PRIORITY AREA	PRIORITY ACTIVITIES			2023				2024				2025				
Systems Transformation Committee >> Guiding structural reforms that drive equitable outcomes		Lead	Parties Involved	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Status
<b>Goal 1:</b> Co-create systems transformations that drive adequate resourcing, better coordination, and respectful and appropriate engagement with Tribal Nations, urban Indian organizations, and Indigenous communities	<ul style="list-style-type: none"> <li>Convene quarterly Tribal Caucus meetings to assess unique needs of elected Tribal leaders of Federally Recognized Tribes engaged in IAC</li> </ul>	Tribal Caucus	OIR	x	x	x	x	x	x	x	x	x	x	x	x	On-going
	<ul style="list-style-type: none"> <li>Develop relationship with Central Staff with emphasis on expertise in Indian law and issues impacting Native communities</li> </ul>	ST Committee; IAC full council	Leg dept			x	x									
	<ul style="list-style-type: none"> <li>Advocate to retain SCC committee focus on Tribal Governments and Native Communities</li> </ul>	ST Committee; IAC full council	SCC				x	x								
	<ul style="list-style-type: none"> <li>Advise on citywide training to increase awareness and understanding of trust and treaty obligations to Tribal Nations and Native people</li> </ul>	ST Committee; IAC full council	OIR				x	x	x	x	x					
	<ul style="list-style-type: none"> <li>Facilitate discussion among City and Indigenous partners to gather input for informed decision-making and collaborative policy making on priority topics</li> </ul>	ST Committee; IAC full council	City depts and community partners	x	x	x	x	x	x	x	x	x	x	x	x	On-going; may overlap
	<ul style="list-style-type: none"> <li>Collaborate on legislation formalizing City commitment to engagement with Native communities</li> </ul>	ST Committee; IAC full council	OIR					x	x	x	x					
	<ul style="list-style-type: none"> <li>Determine outcomes and next steps for Resolution 31801 - a resolution assessing how data on Native communities is collected by City departments</li> </ul>	ST Committee; IAC full council	SCC; City depts					x	x	x						
	<ul style="list-style-type: none"> <li>Advise City departments on how to improve AI/AN and NH/PI data collection and reporting</li> <li>Advise City departments on how to improve grant and contract procurement, reporting, and payment processes through administrative policy changes</li> </ul>	ST Committee; IAC full council	City depts							x	x	x	x			
	<ul style="list-style-type: none"> <li>Advise on strengthening Tribal Consultation and explore citywide process/protocol improvements</li> </ul>	Tribal Caucus; ST Committee	OIR					x	x	x	x					
	<ul style="list-style-type: none"> <li>Advise on development of Urban Confer to strengthen the ability of urban Native organizations in fulfilling trust obligations in the areas of health, housing, economic development, nutrition, and education</li> </ul>	ST Committee; IAC full council	OIR									x	x	x	x	

STRATEGIC PRIORITY AREA	PRIORITY ACTIVITIES			2023				2024				2025				
Indigenous City Committee >> Cultivating Indigenous futures by addressing issues of arts & culture / placemaking / economic opportunity / environmental justice & food		Lead	Parties Involved	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Status
<p><b>Goal 1:</b> American Indian, Alaska Native, and Native Hawaiian people feel a sense of belonging and connection and have access to thriving community spaces that embody Indigenous values, cultures, histories, stories, languages, and art woven into the built environment and natural spaces</p>	<ul style="list-style-type: none"> <li>• Draft, review, and adopt committee charter               <ul style="list-style-type: none"> <li>○ Define committee structure, membership, and leadership</li> <li>○ Refine committee scope and priority projects and activities</li> <li>○ Define opportunities for community engagement</li> <li>○ Develop annual committee calendar</li> </ul> </li> </ul>	IC Committee; IAC full council			x	x										
	<ul style="list-style-type: none"> <li>• Draft language to frame key issues and articulate messaging points with social determinants of health that impact Native households</li> </ul>	IC Committee; IAC full council			x	x				x				x		Update annually
	<ul style="list-style-type: none"> <li>• Identify City/community partners, allies, and potential collaborators               <ul style="list-style-type: none"> <li>○ Identify and inventory Indigenous serving programs and organizations</li> <li>○ Develop initial community engagement and listening opportunities through committee work</li> <li>○ Prioritize, map, and develop relationships</li> </ul> </li> </ul>	IC Committee; IAC full council			x	x	x	x	x	x	x	x	x	x	x	On-going committee role
	<ul style="list-style-type: none"> <li>• Develop recommendations to resource (operations &amp; capital development) culturally attuned service providers</li> </ul>	IC Committee; IAC full council	MO: City depts; SCC			x	x	x								
	<ul style="list-style-type: none"> <li>• Explore repatriation of cultural items from local public institutions</li> </ul>	IC Committee; IAC full council	Tribes; ATNI			x	x	x	x							
	<ul style="list-style-type: none"> <li>• Engage in joint advocacy with Tribal Nations to encourage DOI Federal Indian Boarding School listening session in the region</li> </ul>	IC Committee; IAC full council	Tribes: SCC; NNABS; DOI			x	x	x	x							
<p><b>Goal 2:</b> Generations of Tribal and urban Native communities steward and sustain thriving ecological and cultural ecosystems</p>	<ul style="list-style-type: none"> <li>• Meet with local partners to identify opportunities for collaboration and/or joint advocacy on City initiatives, programs, activities, policy, and budgets that advance committee goals               <ul style="list-style-type: none"> <li>○ 2035 Comprehensive Plan (OPCD), Climate adaptation and Resiliency Strategy (SCL), Citywide Indigenous Peoples Day programming (CANOES), Capital projects (SPR), Equitable Parks Fund (SPR), Indigenous-led sustainability projects (OSE &amp; GNOB), Food Action Plan (OSE), Native Neighborhoods (OPCD &amp; Rising Tides); Link Light Rail Indigenous planning and design (Sound Transit; Design Commission; OAC)</li> </ul> </li> </ul>	IC Committee; IAC full council	City depts; Community partners			x	x	x	x	x	x	x	x	x	x	On-going committee role

<ul style="list-style-type: none"> <li>Explore and support partnerships between Indigenous entities, and government such as OED, OPCD, DON, SCL, SPU, SPR, and OSE</li> <li>Explore and support partnerships between Tribes, urban Native organizations, and community partners such as philanthropy, businesses, academic institutions, sports franchises, etc.</li> </ul>	IC Committee; IAC full council	City depts; Tribes & urban Native partners			x	x	x	x	x	x	x	x	x	x	On-gong committee role
<ul style="list-style-type: none"> <li>Develop protocols for collaborating with OPCD, SPR, OSE, OED, EDI Advisory Board, GNOB, to advise on City policies, programs, and activities impacting Indigenous people</li> </ul>	IC Committee; IAC full council	City depts; Commissions & Boards				x	x								
<ul style="list-style-type: none"> <li>Develop protocols for collaborating with Arts Commission, Design Commission, Planning Commission, and all Historic Preservation Boards to ensure Indigenous values and priorities are integrated into cultural placemaking projects across the City</li> </ul>	IC Committee; IAC full council	City depts; Commissions & Boards				x	x								
<ul style="list-style-type: none"> <li>Develop shared directives for Green New Deal (GND) Indigenous-led sustainability projects</li> </ul>	IC Committee; IAC full council	OSE; GNOB		x	x		x	x							
<ul style="list-style-type: none"> <li>Advise on Tribal and urban engagement for Climate Adaptation and Resilience Strategy</li> </ul>	IC Committee; IAC full council	SCL				x	x	x	x	x					
<ul style="list-style-type: none"> <li>Advise on the development of an Indigenous element in the Comprehensive Plan</li> </ul>	IC Committee; IAC full council	OPCD; Rising Tides					x	x	x	x					
<ul style="list-style-type: none"> <li>Advocate for a Tribal set-aside of the 1% for Arts Fund</li> </ul>	IC Committee; IAC full council	MO; OAC; SCC;									x	x	x	x	
<ul style="list-style-type: none"> <li>Develop policy recommendations in support of land acquisition and/or co-management of public lands including rights of first refusal and return of surplus land for use by Tribal and urban Native communities</li> </ul>	IC Committee; IAC full council	MO; SPR; SCL; SPU; SCC									x	x	x	x	

## Abbreviations

City of Seattle (COS); Community Development Block Grant (CDBG), Department of Education and Early Learning (DEEL), Department of Neighborhoods (DON), Equitable Development Initiative (EDI), Families, Education, and Preschool Promise Levy (FEPPL), Green New Deal (GND), Green New Deal Oversight Board (GNOB), Housing and Urban Development (HUD), Human Services Department (HSD), King County Regional Homelessness Authority (KCRHA), Mayor's Office (MO), Office of Arts and Culture (OAC), Office of Economic Development (OED), Office of Housing (OH), Office of Planning and Community Development (OPCD), Office of Sustainability and Environment (OSE), Public Health - Seattle & King County (PHSKC), Seattle City Council (SCC), Seattle City Light (SCL), Seattle Parks and Recreation (SPR), Subject Matter Experts (SME), Seattle Police Department (SPD), Seattle Public Schools (SPS), Seattle Public Utilities (SPU)