



Aboriginal Housing  
Management Association



# Affirming Our Power

FOR INDIGENOUS, BY INDIGENOUS

2022-2023  
Activities and  
Achievements  
Report



## OUR MISSION

Lead and advance the housing rights for all Indigenous peoples living in British Columbia

## OUR VISION

A globally recognized leader in Indigenous housing solutions across the housing spectrum

## OUR VALUES

**Responsive** – Valuing a responsive working culture, which is relationship-centered and collaborative in its approach

**Capacity building** – Empowering our stakeholders with self-sufficiency and visionary practices

**Holistic** – Honoring diversity, partnership, and growth

**Innovative** – Striving for innovation through flexibility, entrepreneurship, and creativity (while honoring our experience)

**Respect** – Respecting our stakeholders through trust, reliability and accountability

**Advocacy** – Advancing the quality of housing for the collective interests of our communities



*We raise our hands up to the Skwxwú7mesh Úxwumixw (Squamish Nation) people for the opportunity to work in their traditional territory.*

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# AHMA Leading the Way to Autonomy

BC Urban, Rural and Northern Indigenous Housing Strategy (URNIHS) defines socioeconomic and Indigenous housing rights

for the 78% of Indigenous peoples living off reserve in BC

**Our URNIHS vision:** All Indigenous people in urban, rural and northern communities in BC will have an affordable, culturally supportive, and safe place to call home

**Indigenous housing solutions must be created  
For Indigenous, By Indigenous**

AHMA is recognized as a leading expert on urban, rural and northern Indigenous housing across the country—our URNIHS is seen as the model for a national strategy

Double the investment in BC's Indigenous Housing Fund with \$550 million over 10 years to build another 1,750 URN units

\$280 million in federal funding awarded to the National Indigenous Collaborative Housing Inc., co-founded by AHMA, to develop a national URN strategy

Keynote presentation and panel discussion with municipal mayors and councils  
AHMA invited to present at Federation of Canadian Municipalities' and Union of BC Municipalities annual conferences

New \$500 million provincial Rental Protection Fund to protect renters and preserve affordable rental housing in BC, in partnership with BCNPHA and CHF BC\*

100-plus endorsements of AHMA's URNIHS among all levels of government, health authorities, AHMA members, and Indigenous, community and business leaders — see the video:



SHARING THE URNIHS STRATEGY HAS LED TO GROWING SUCCESS



# MESSAGE

from our President & our Chief Executive Officer

We gathered with Indigenous housing and service providers, community members, government officials, and First Nation leaders across BC in the past year to raise awareness of AHMA’s **Urban, Rural and Northern Indigenous Housing Strategy**. As a result of the momentum we’ve built, the strategy has been so broadly endorsed, it is now recognized as the national baseline on urban, rural and northern Indigenous housing.



*M. Pfoh*  
Margaret Pfoh  
Chief Executive Officer

## Leading the Way in Urban Indigenous Housing

“Our role and influence have been evolving rapidly since launching the Urban, Rural and Northern Indigenous Housing Strategy in early 2022,” says **Margaret Pfoh**, AHMA’s Chief Executive Officer (CEO). “AHMA now sits on multiple *For Indigenous, By Indigenous* policy and advocacy tables, in BC and nationally. Our strategy is an evidence-based resource other jurisdictions can look to for guidance on Indigenous housing at every level of government.”

“AHMA’s keystone strategy defines how to tackle pervasive housing issues facing Indigenous families across the country,” adds **Gary Wilson**, President of the AHMA Board of Directors. “One of the big wins from the strategy is recognition of AHMA’s 25 years of expertise across the spectrum of Indigenous housing. Some of our members have an even longer track record as successful Indigenous housing and service providers.”

“AHMA seeks Indigenous justice through reconciliACTION on urban Indigenous housing,” says Margaret. “In Canada, 78% of Indigenous families live in urban, rural and northern areas, away from their nation.\* *For Indigenous, By Indigenous* is the culturally appropriate way to deliver support, because well-being starts at home; home is where we learn who we are. We are committed to decolonizing housing policies and practices as the foundation for reconciliation. And we want to partner with the BC government on implementing its commitment to reconciliation in the provincial *Declaration on the Rights of Indigenous Peoples Act*.”

\* Source: BC government statistic

## Creating a New Complex Care Model

“Our team has created a new model of complex care housing to provide trauma-informed, culturally safe wraparound supports for Indigenous people struggling with homelessness, mental health and substance use challenges,” says Margaret. “Other approaches have not worked to help vulnerable individuals build a better life. We are optimistic this unique approach, bringing an Indigenous lens to care, will make the difference.”

In addition to our regular subsidy funding for AHMA members, we also received funding for 44 beds at five complex care sites, signed agreements with our Indigenous providers who will lead the pilot projects, and set up healthcare partnerships to deliver onsite support. The new funding includes:

- ▶ About \$10.4 million in new dollars from the Ministry of Mental Health and Addictions
- ▶ \$29 million awarded directly to AHMA to support members’ shovel-ready projects (Read more about our complex care model, starting on page 16.)

## Leveraging the Power of Partnerships

We worked with new and trusted partners in the last year to achieve major successes together:

- ▶ New **\$500 million Rental Protection Fund** with BCNPHA and CHF BC to protect rental properties for future affordability.
- ▶ Municipal education and lobbying campaign with BCNPHA and CHF BC. After three years of relationship building and advocating for Indigenous housing at the local level, we shared strategies for municipalities to support Indigenous housing:
  - ◆ **2023 Federation of Canadian Municipalities Sustainable Communities Conference** – Margaret was the keynote speaker on ReconciliACTION and the Right to Housing.
  - ◆ **2023 Union of BC Municipalities Housing Summit: Housing BC Together** – Margaret participated in an Indigenous Housing Partnerships panel discussion, which helped strengthen intergovernmental cooperation and information sharing on *For Indigenous, By Indigenous* solutions to the housing crisis.
- ▶ **National Indigenous Collaborative Housing Inc.** – AHMA co-led the call in Ottawa in early 2023 for federal funding to develop a national URN Indigenous Housing Strategy and will administer the \$280 million awarded to NICH I for this task. NICH I’s efforts also resulted in a milestone \$4 billion federal investment announced for Urban, Rural and Northern Indigenous housing.
- ▶ **Canadian Housing and Renewal Association (CHRA) Congress on Housing and Homelessness** – AHMA continues to play a leadership role at CHRA, with Margaret now serving as Board President, in addition to several years on the Indigenous Caucus. At the annual congress, Margaret participated in a panel discussion on changing the National Housing Strategy to reflect urban, rural and northern Indigenous realities.
- ▶ **Community Living BC** – We are researching housing needs for Indigenous people with diverse abilities, with funding from and in partnership with CLBC.
- ▶ **Tree of Life Foundation** – AHMA received a donation to cover our new Communications Coordinator position for two years, which will be incredibly helpful in supporting our internal and external communication efforts with members and stakeholders.

# Municipal & Indigenous Housing Leadership

Municipal leaders are uniquely positioned to raise their collective voices and influence provincial policies to end homelessness and housing precarity for society’s most vulnerable people. To create better Indigenous housing opportunities in local neighbourhoods, municipalities can:

- ▶ Provide **meaningful engagement**, participation and Indigenous partnership
- ▶ Include reconciliation and affordable housing in **planning**
- ▶ **Prioritize vulnerable** and marginalized community members
- ▶ Ensure wraparound services to **reduce barriers**
- ▶ Reduce high-cost development fees and offer **low-cost financing**
- ▶ Empower non-profit housing experts to **preserve affordable housing** stocks
- ▶ Build on free lease land, rezone, **streamline** permit and development processes





### Planning with Members

“In our previous five-year strategic plan, we did not anticipate the pandemic, high inflation, or rising interest rates,” says Gary. “Neither did most organizations. Consequently, we decided to develop a three-year strategic operational plan for 2023 to 2026, with fewer detailed actions, to allow greater flexibility in responding to unexpected change.”

We met with AHMA members to develop the new plan, which identifies five key objectives:

- 1) **Advocacy, funding and reconciliation**
- 2) **Transitions to housing**
- 3) **Diverse solutions (housing continuum)**
- 4) **Health, culture, training and capacity**
- 5) **AHMA’s organizational sustainability**

Each objective comes with a list of priority areas—see the details on pages 8-9.

Members will vote on ratifying the *2023-26 AHMA Strategic Operational Plan* at our Annual General Meeting in September 2023.



AHMA CEO Margaret Pfoh and Premier David Eby at the 2022 Housing Central Conference



AHMA member Rosanna McGregor shares Red Dress sticker

### Advocating for AHMA Members

“We presented at 25-plus events this past year to advocate for Indigenous housing,” says Margaret. “We sent letters to all provincial ministers advocating for funding, self-determination, and *For Indigenous, By Indigenous* solutions. Our supportive housing position paper advocates for equal access and Indigenous streams of supportive housing (see details on page 19). And we’ve recommended changes to procurement policies and processes to improve equity and outcomes for URN Indigenous housing providers in BC.

“In late 2022, our policy team released *BC’s Indigenous Homelessness Strategy* to begin to address the overrepresentation of Indigenous people among the unhoused population (read more on page 18). We have shared the strategy broadly through BC and continue to research and refine culturally appropriate, trauma-informed approaches to encampments, including a submission to the federal housing advocate and discussions with provincial ministers.

“We also gave Red Dress stickers to all AHMA housing providers to sustain awareness about our missing and murdered Indigenous women, girls and two-spirit people (MMIWG2S) and signal that AHMA members offer safe spaces for Indigenous women. Housing was referenced 299 times in the MMIWG report: the ability to secure culturally supportive, safe, affordable housing is a leading factor in preventing gender-based violence.”  
See the video:



### Setting Our Sights on Autonomy

“AHMA’s Indigenous Social Housing Management Agreement (ISHMA) with BC Housing will be up for renegotiation in April 2024,” says Margaret. “We recognize the 2% budget cap from BC Housing this year is nowhere near sufficient and aim to negotiate appropriate funding levels for members in the new five-year agreement. We see this as an opportunity to redefine the scope and depth of AHMA’s autonomy to provide broader, more meaningful support for our members, with realistic housing subsidies *and* the ability to increase service capacity, wherever needed.

“Our power comes from our *For Indigenous, By Indigenous* structure. Our focus is negotiating on members’ behalf for resources they need and rightfully deserve.

“We’ve also been invited to present at the United Nations Habitat Programme Pacific Urban Forum, a new opportunity for AHMA to showcase our strategy and achieve international influence on Indigenous self-determination. Strengthening our global position as a leader will continue to build credibility, recognition and funding for the Indigenous housing strategies AHMA has developed in service to our members and in support of all Indigenous families across Turtle Island. AHMA’s participation in local and world housing events yields strong value for URN providers by breaking down barriers and advocating for justice.”

“During our strategic planning session, AHMA members reinforced our focus on attaining autonomy, so this work will continue to be a priority with all levels of government,” adds Gary. “We seek an equal relationship to empower Indigenous self-determination and ensure reconciliation is *For Indigenous, By Indigenous*.

“We know our members, like employers in all fields across the country, face challenges with recruitment and retention. During the pandemic, many experienced staff chose to retire, and others sought higher paying positions to keep up with costs. As a result, a new priority in the strategic operational plan will be exploring ways to support human resource capacity for AHMA housing and service providers.

“Most importantly, our Board and employees are in awe of the compassion and commitment of AHMA members to give urban Indigenous individuals, families and Elders a safe, affordable place to call home, rooted in Indigenous practices and culture. We raise our hands to you.”

**Chet kw’enmantumiyap** “We are thankful to you all” (Squamish)

## Urban, Rural and Northern Indigenous Housing Strategy

30,000

Indigenous households in BC will be in core housing need over the next 10 years

35%

of existing Indigenous stock is in critical condition

Build 12,850

new subsidized Indigenous units

Repair 4,400

existing Indigenous units

Build 5,400

units of supportive Indigenous housing for women and 2SLGBTIAQ+ fleeing violence, youth aging out of care, Elders, complex care clients

Deliver 10,350

rent supplements for Indigenous households renting in the private market

Provide 1,400

supports to attain Indigenous homeownership, through Community Land Trusts, co-ops, down payments, shared equity mortgages

# AHMA's New Strategic Operational Plan

We developed AHMA's 2023-26 Strategic Operational Plan in collaboration with our members, who identified five key objectives that align with our Urban, Rural and Northern Indigenous Housing Strategy. Here's a draft of the plan we will finalize in fall 2023.

1

## ADVOCACY, FUNDING AND RECONCILIATION

Address the housing needs of all Indigenous households living in urban, rural and northern communities.

### ADVOCACY & ENGAGEMENT

- ▶ Build and maintain strategic relationships, influence and external engagement
- ▶ Build and leverage partnerships
- ▶ Expand and enhance AHMA membership
- ▶ Focus on *For Indigenous, By Indigenous* | Right to Housing | Truth and Reconciliation

### GOVERNMENT RELATIONS

- ▶ Work with municipalities and the provincial government
- ▶ Advocate for federal funding stream increases
- ▶ Sustain First Nations relations
- ▶ Mobilize funding

### MEMBER COMMUNICATION, ENGAGEMENT & EMPOWERMENT

- ▶ Enhance benefits of membership and develop a communications plan for members
- ▶ Produce campaigns, stories, key messages and materials for members
- ▶ Engender local political support for members by members
- ▶ Provide an online portal for members

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## TRANSITIONS TO HOUSING

Make any instance of Indigenous homelessness a rare, brief, and one-time experience. Apply the lens of intergenerational trauma impacts with consideration of historical displacement and colonization.

### WRAPAROUND, ADDICTIONS AND MENTAL HEALTH SUPPORT

- ▶ Work to address BC Indigenous homelessness
- ▶ Provide supportive housing and complex care models
- ▶ Support transitions out of care
- ▶ Support correction transitions and solutions for men

### SUPPORT FOR PRIORITY POPULATIONS

- ▶ Support Indigenous young people and transitions into adulthood
- ▶ Support Indigenous women at risk of violence
- ▶ Support people with diverse abilities
- ▶ Support trauma-informed generational solutions, based on identified needs

3

## DIVERSE SOLUTIONS (HOUSING CONTINUUM)

Ensure Indigenous people have access to a variety of housing solutions, including homeownership.

### HOMEOWNERSHIP

- ▶ Advocate for creating new opportunities: rent to own, co-operative housing, etc.

### DECOLONIZE HOUSING POLICIES

- ▶ Continue to draft policy change recommendations across the spectrum

### DATA & RESEARCH

- ▶ Advocate for Indigenous data sovereignty and governance
- ▶ Develop and participate in Indigenous-led approaches to data, research and evaluation

### FUNDING SUPPORTS

- ▶ Support housing builds, acquisition and land
- ▶ Diversify funding programs
- ▶ Build funding equity for urban, rural and northern Indigenous people
- ▶ Create strategies to build member capacity for grant and proposal writing

### PROJECT SUPPORT SERVICES

- ▶ Provide condition assessment and portfolio planning to achieve our members' housing visions
- ▶ Deliver project management support to advance the quality and quantity of member housing portfolios

### NEW CONSTRUCTION

- ▶ Explore and pilot direct delivery of development

4

## HEALTH, CULTURE, TRAINING AND CAPACITY

Support improved health and well-being of Indigenous people through safe, stable and culturally appropriate housing programs and services.

### HOUSING PROVIDER STAFFING

- ▶ Support recruitment and retention for members
- ▶ Provide training and improve access to information
- ▶ Build capacity and readiness: support members to continue enhancing capacity for new projects and ensure all projects run effectively

### CULTURAL HUMILITY & TRAUMA

- ▶ Ensure culturally supportive housing design and practices
- ▶ Support culturally appropriate programming and fund mobilization
- ▶ Provide an Indigenous lens for non-Indigenous providers
- ▶ Integrate intersectional, 2SLGBTQQIA+ and MMIWG2S

### HOUSING & HEALTH

- ▶ Increase integrated health supports in housing: connect AHMA members to health services that support tenants

### SUPPORT FOR HOUSING ASSETS

- ▶ Support building maintenance, emergency preparedness and energy efficiency
- ▶ Provide resources to empower members to steward their housing assets

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## AHMA'S ORGANIZATIONAL SUSTAINABILITY

Foundational to supporting members and being a leader in the housing sector.

### FUNDING DIVERSIFICATION

- ▶ Analyze funding model opportunities
- ▶ Explore investment strategy to provide income stream
- ▶ Pursue economic ventures

### STRENGTHENING RELATIONSHIPS WITH MEMBERS

- ▶ Improve member engagement opportunities
- ▶ Increase AHMA's understanding of our members' work and goals

### AHMA PLATFORMS & PROCESSES

- ▶ Enhance software applications and systems
- ▶ Improve internal IT
- ▶ Improve website and Intranet
- ▶ Develop best practices for internal data governance and management at AHMA

### ORGANIZATIONAL EFFECTIVENESS

- ▶ Implement Indigenous cultural framework
- ▶ Ensure communication, professional development, onboarding, retention and human resource functions are supported
- ▶ Implement an Indigenous cultural framework
- ▶ Engage in cross-collaboration
- ▶ Optimize leadership information flows and organizational structure

“ReconciliACTION means housing solutions For Indigenous people must be developed By Indigenous people.”

Gary Wilson,  
AHMA Board President

# TELLING STORIES WITH INDIGENOUS DATA

## INDIGENOUS DATA SOVEREIGNTY

Data can tell powerful stories and influence policy and funding decisions at all levels of government and within community agencies and businesses.

**Indigenous data sovereignty** refers to the inherent right of Indigenous peoples to determine the use, access, interpretation, management, and sharing of data that impact our lives and communities.

“We’ve heard from members that self-determination with data is a key priority,” says **Bryan Sluggett**, AHMA Data and Evaluation Specialist. “But members often report an inability to make informed decisions and advocacy because they can’t access or control their client data entered in HIFIS, the federal Homeless Individuals and Families Information System.”

AHMA developed an *Indigenous Data & Evaluation Framework* as a tool members can use to bring an Indigenous lens to data evaluation. Our goal is to build members’ capacity for Indigenous data sovereignty.

One part of this work is AHMA’s participation on the Indigenous Data Advisory Committee (IDAC), which:

- ▶ Brings together government and Indigenous stakeholders to consult on the Integrated Data Project, a multi-year, cross-ministry project to better understand, respond to, and prevent homelessness
- ▶ Considers how to appropriately include Indigenous identifier data in the provincial homelessness cohort, which are currently not included
- ▶ Works to improve Indigenous identity collection to ensure cultural safety and alignment with Indigenous data governance practices

Although we still have much work ahead, we’re optimistic the IDAC group can address this major information gap in data on Indigenous homelessness.

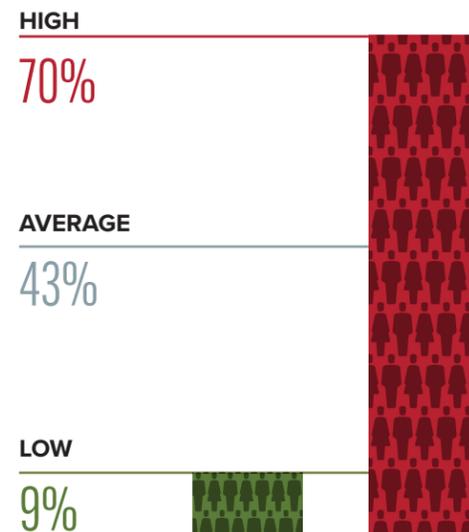
## GROWING NEED FOR COMPLEX CARE

We recently started surveying members to find out how we can better support their priorities in key areas—housing/homelessness responses, data, training and policy.

Preliminary findings show a key issue is increasingly complex health issues among clients—substance use, mental health issues and homelessness. To date, members have shared the following information about complex care clients:

### Percentage of CLIENTS with COMPLEX CARE NEEDS

as seen by AHMA member respondents



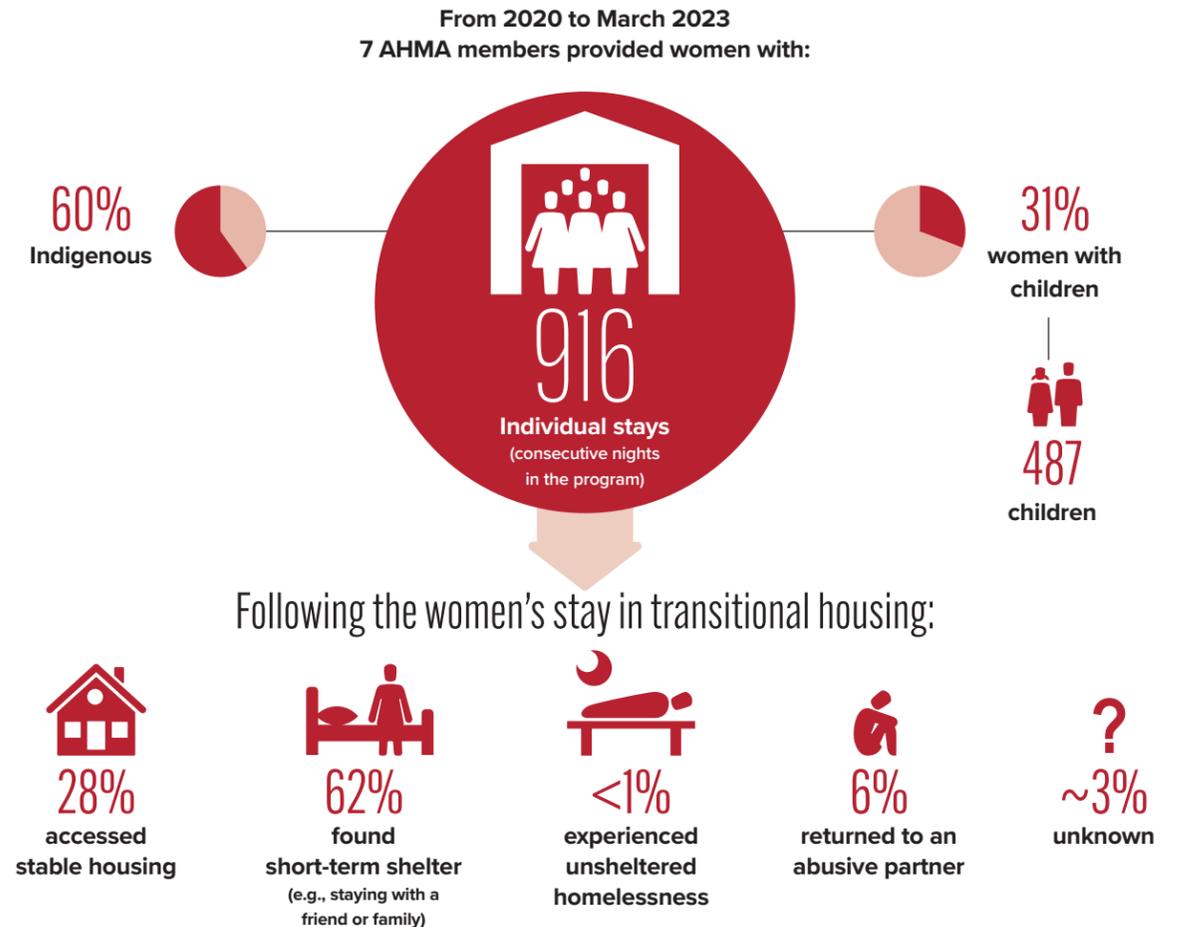
- ▶ 50% of members actively support complex care clients but face major gaps in:
  - ◆ Specialized, trained staff
  - ◆ Access and partnerships to health/addiction services
  - ◆ Alignment between health and housing
- ▶ Members who see complex care clients but can’t offer support report lack of capacity, resources, or scope of programming (e.g., rent supplements) to assist

The AHMA Needs Assessment Survey will remain open this fall. We encourage members to tell us about your housing and homelessness response priorities.

## MAKING A MEANINGFUL IMPACT

### TRANSITIONAL HOUSING & SUPPORT FOR WOMEN

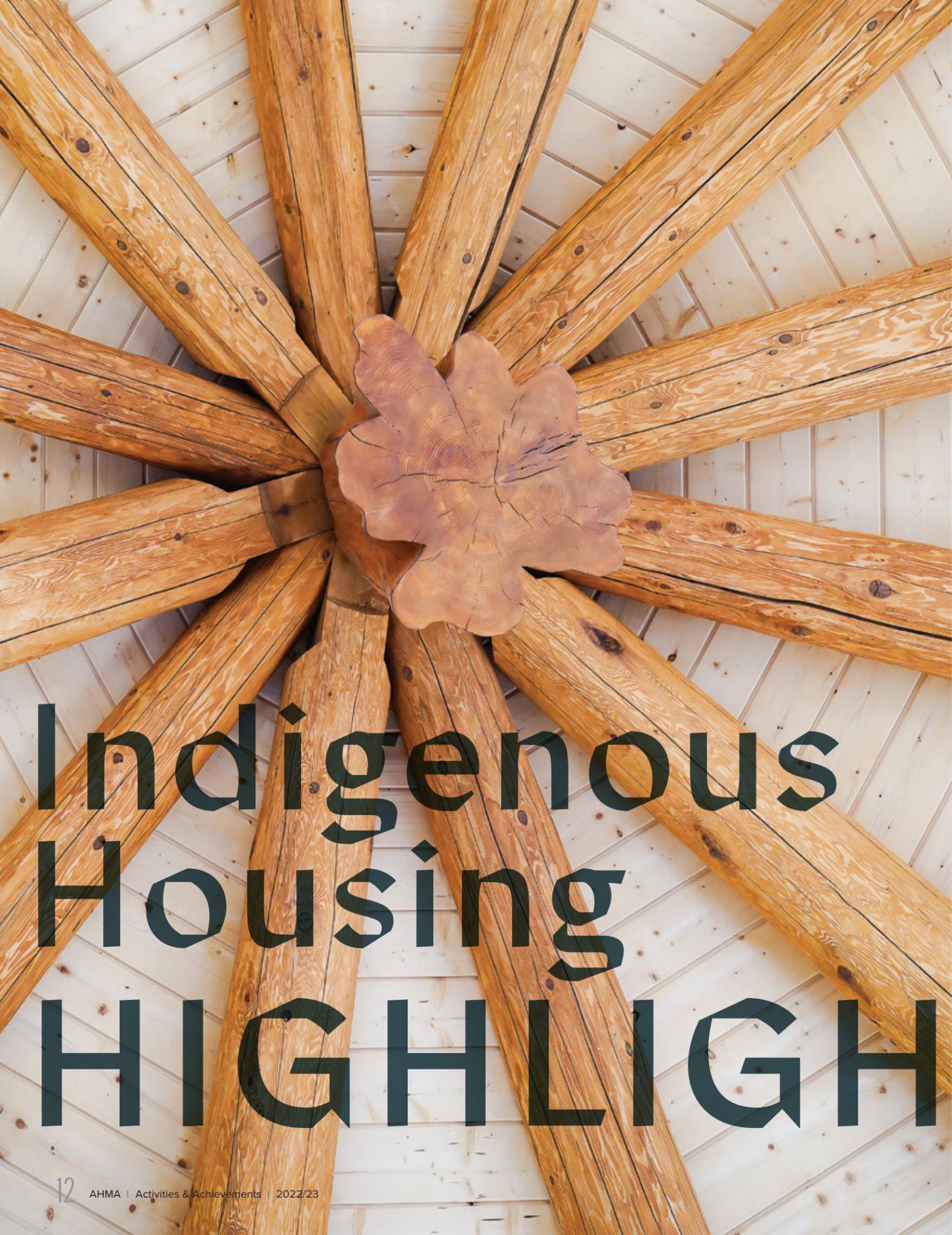
Seven AHMA members run transitional housing for women and children at risk of or leaving gender-based violence, through the Women’s Transition Housing and Support Program. This essential service provides a secure refuge, while supporting women to connect with community services and find more stable housing.



### RENT SUPPLEMENTS DELIVER STABLE HOUSING

Rent supplements help people afford rental housing, reducing the risk of homelessness for low and moderate-income renters.





# OPERATIONAL ACCOMPLISHMENTS

“AHMA Operations has four pods—housing operations, training and evaluation, policy, and revitalization,” says **Celeste Hayward**, AHMA Director of Operations. “Our work is relationship driven—with members at the centre—to ensure safe, affordable and culturally appropriate housing.”

## Cultural Safety & Indigenous Operations

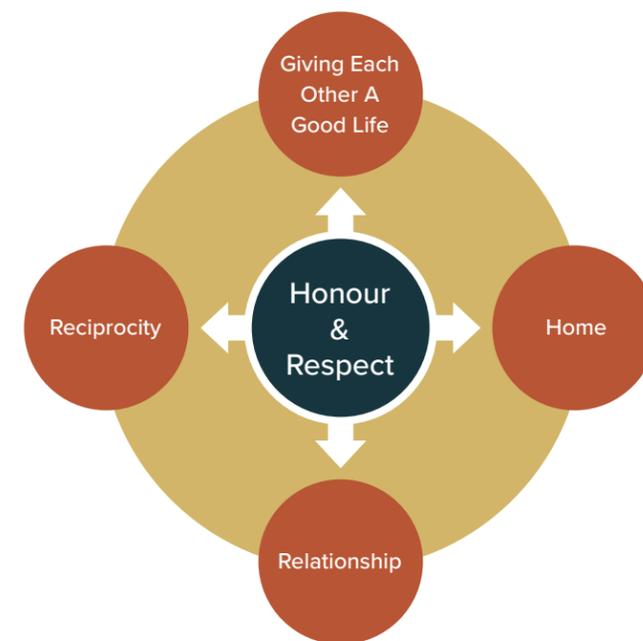
### Indigenous Feast Hall

“We invited Elders to meet with us so we could receive their teachings about the feast hall,” says **Sandra Eatmon**, AHMA Special Projects and Cultural Advisor. “We learned the feast hall is a place of doing business; protocols ensure everyone present is honoured and respected. This knowledge informed our *Indigenous Cultural Safety Framework*.”

“We are seeing a powerful shift in how we support each other,” adds **Judith Wesley**, AHMA Training and Capacity Specialist. “We focus on our strengths to work together like a village, with no one left behind, mindful of being patient, gentle and curious with one another.”

Our intention is to integrate the feast hall teachings in all we do at AHMA. In operations, we use our Indigenous Circle to guide us, with honour and respect at the centre.

“We have shared the circle with our colleagues so, ultimately, Indigenous ways of knowing will lead our organization,” says Celeste. “Decolonization takes time, and we cannot rush the process. But as an Indigenous housing authority, we need a holistic Indigenous lens to encompass our work. Reciprocity is key, with all involved both giving and receiving.”



# Indigenous Housing HIGHLIGHTS



Four Pillars of Cultural Safety art: Sabra Nazari

## Sharing Cultural Safety

Our framework describes Four Pillars of Cultural Safety—self agency, relationship, trauma-informed and reciprocity—which describe and are measurable indicators of Indigenous cultural safety in BC’s housing and homelessness sector.

We recognize many Indigenous people receive services from non-Indigenous organizations. As a result, we shared our *Cultural Safety Framework* with non-Indigenous groups this year to enhance Indigenous cultural safety in the non-profit housing and homelessness sector, through:

- ▶ *Indigenous Cultural Safety presentations*
  - ◆ BCNPHA Regional Education, Networking & Tradeshow (RENT) sessions in the Lower Mainland, Vancouver Island, Northern Region, and Interior Region
  - ◆ CHF BC Fall Education Conference
  - ◆ Homelessness Services Association of BC (online sessions)
- ▶ BC Society of Transition Houses: Annual Training Forum—*DAXGYET Ant’Mahl’laxs: Self Care, Collective Care & Sustainability through Cultural Safety*
- ▶ Canadian Alliance to End Homelessness—National Conference on Ending Homelessness: Advancing Culturally Safe Housing: *An Urban, Rural and Northern Indigenous Housing Strategy*
- ▶ Indigenous Caucus: Creating Homes, BCNPHA Housing Central Conference—Exploring *AHMA’s Cultural Safety Framework*

### Cultural Safety Reflective Tool

Our team integrated cultural safety with the feast hall model in this reflective tool for providers to assess cultural safety in their housing and services in five stages:

- 1 Information Gathering**  
AHMA reviews cornerstone and foundational organizational documents.
- 2 Introduction Training**  
AHMA reviews the *Indigenous Cultural Safety Framework* with key organizational stakeholders to build participant understanding and identify participant goals and priorities.
- 3 Community Feast/Gathering**  
AHMA hosts a gathering for the community to ground foundational concepts of reciprocity, relationship, self-agency and meaningful participation of lived experience. With informed consent and through the lens of Indigenous healing practice, AHMA gathers stories to understand tenant/client experiences.
- 4 Staff/Board Circles**  
AHMA engages in face-to-face staff and/or board circles, based in the four pillars of cultural safety, to support data collection, organizational assessment, and development of recommendations, tools and resources. Circle activities focus on four core organizational concepts: tenant relations, recruitment and retention, physical space, and Indigenous community engagement/Indigenous philosophy.
- 5 Report Back: Tools and Recommendations**  
We report on the process to the organization, tenants and broader community; provide recommendations, resources and tools for ongoing practice; and are available for ongoing consultation.

## Trauma-informed Training for Members

In August 2022, we held a weeklong gathering for 30 AHMA members to share a wise practice model in trauma-informed care training—with an Indigenous lens—facilitated by internationally recognized practitioner Jane Middleton Moz. Some members have gone on to participate in a new trauma-informed community of practice that meets bimonthly.

“More AHMA members are encountering increasingly complex needs among clients and, as we move into complex care, trauma-informed care becomes crucial,” says **Andrea Carter**, AHMA Manager, Training and Evaluation. “A trauma-informed approach to care acknowledges experiences of trauma and provides support in a safe way. We reviewed trauma-informed resources, consulted Elders and Knowledge Keepers, and integrated traditional practices to develop our Indigenous-lens approach.

“In addition, a trauma-informed approach can support wellness among member staff experiencing vicarious trauma and compassion fatigue. The gathering built a foundation for supporting trauma-informed practice in complex care housing sites, as well as across our members’ housing and support services.”



### Tending to the Fire

“We call our community of practice *Tending to the Fire* to reflect the yearning to keep our passion for this work going within ourselves and our organizations,” says **Judith Wesley**, AHMA Training and Capacity Specialist. “In our first session together, we learned the difference between a reaction and a felt sense, which holds so much wisdom and layers of Indigenous knowing of what the body carries from intergenerational knowledge. A felt sense enables us to sit with self-awareness.”

“Feedback has been incredibly positive,” adds **Karin Zylstra**, AHMA Capacity Building Specialist. “Members have described this work as life changing and transformational. Some say using this knowledge builds resilience and wellness in personal and professional environments.

“We are building the curriculum for the community of practice around the seasons, so learning is attuned to the natural world. Our intention is to take this model of Indigenous-lens, trauma-informed care into our complex care sites as they open.”

### What is trauma-informed care?

A trauma-informed care approach enables Indigenous housing and service providers to:

- ▶ Understand the losses associated with trauma and importance of education on trauma impacts
  - ▶ Be aware of triggers and re-enactment for those seeking support
  - ▶ Know the importance of self-awareness
  - ▶ Learn and teach self-regulating techniques to empower feelings of control
  - ▶ Look at children and adults with a new lens of respect for survival, considering post-traumatic stress disorder and complex trauma
  - ▶ Understand that parental narrative is the source of primary prevention:
    - ◆ Children need consistent, patient, loving care most in order to heal
    - ◆ Healthy attachment is the mother-board for human development
  - ▶ Take steps to enhance safety; normalize feelings of fear and distrust among those who have experienced trauma
  - ▶ Create a different experience of relationship, built on empowerment, respect and choice
- Prominent sources of strengths Indigenous generations share and can draw on are:
- ▶ Being the original people
  - ▶ Having a strong identity and connection to the land
  - ▶ Revitalizing and preserving language and culture
  - ▶ Having the need and willingness to build stronger relationships and connections with each other

# Indigenous Complex Care Milestones

Last year, we reported that AHMA secured a provincially-funded contract to establish five new Hišukiš ćawak, complex care, housing developments. Hišukiš ćawak means, “everything is one, all is interconnected” in Nuu-chah-nulth, which expresses how we engage in complex care housing from an Indigenous lens.

“We consulted 20 of our members about current system engagement and how existing models support Indigenous tenants with complex needs,” says **Jacki Skeet**, AHMA Revitalization Project Manager. “We also asked for input on optimal transitions, settings and culturally safe approaches to help us develop our Indigenous-led complex care housing model.”

## Why do we need Indigenous-led complex care housing?

- ▶ Indigenous community members are widely overrepresented across the complex need and unhoused populations in BC
- ▶ Traditional western, biomedical models have not been effective in meeting the needs of individuals with complex trauma
- ▶ Indigenous providers need to lead the design and delivery of these critical supports to improve outcomes and ensure cultural safety

## Gaps in the current system

- ▶ Critical systems are discharging Indigenous people without support
- ▶ Indigenous people with complex care needs are found across the housed and unhoused spectrum
  - ▶ Some clients resist interventions and available housing options, preferring to live on the streets or unsupported due to their many complex needs
  - ▶ Regional disparities, especially in northern and rural communities, impact access to safe, supported homes
  - ▶ Siloed service delivery challenges coordination of care for tenants with complex needs
  - ▶ Widespread, systemic racism and stigma across the health system and a colonial approach to Indigenous care



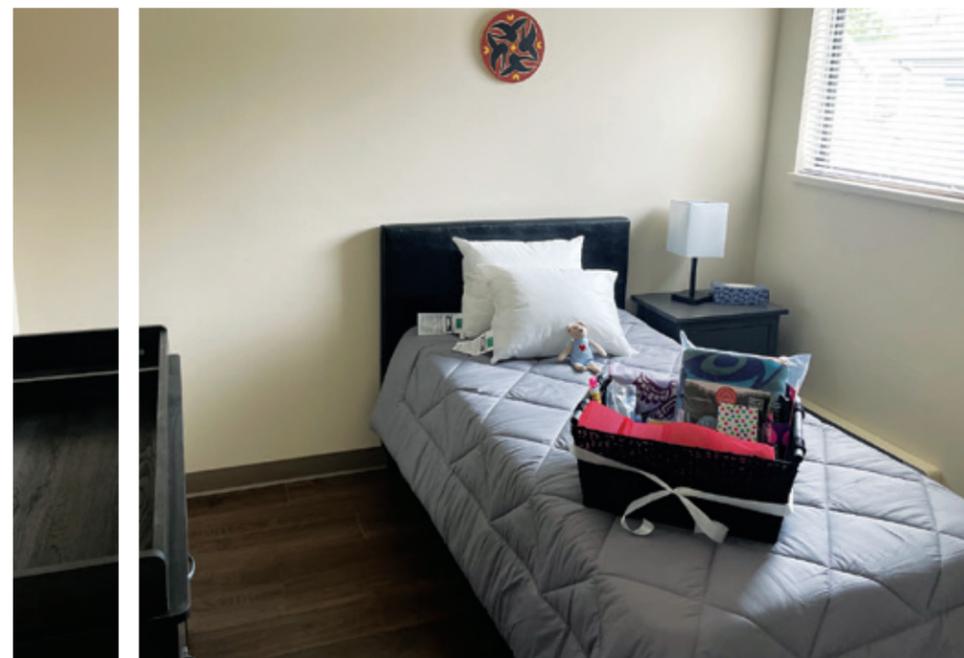
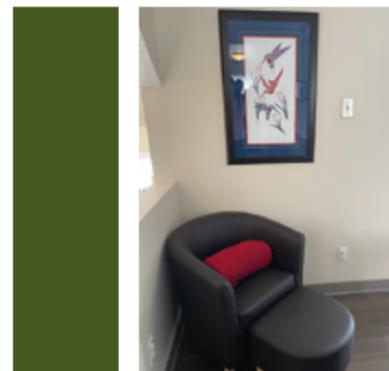
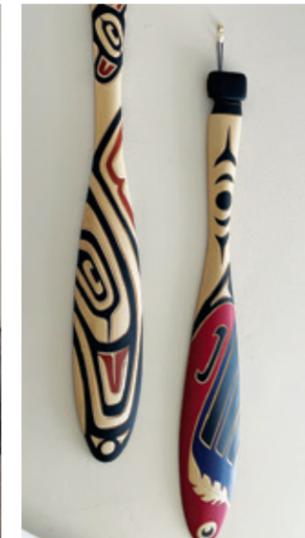
## Hišukiš ćawak model

Instead, our approach—from policy to referrals, assessments, intake and support—will:

- ▶ Deliver **holistic, wraparound models** of service using trauma-informed approaches
- ▶ Require **culturally safe approaches** through training and development
- ▶ Ensure **specialized mental health, substance use, and medical services and training** built specifically for Indigenous housing providers to support Indigenous people with complex care needs
- ▶ Provide **collaborative support** from AHMA staff
- ▶ Use **research, analysis and engagement** to inform wise practice models
- ▶ Ensure URN Indigenous housing providers’ ability to **engender crucial connections** and relationships
- ▶ Integrate both a **Virtual Clinic Model and in-person clinical support** at the sites (through Fraser Health)
- ▶ Develop a collaborative **Indigenous Evaluation Framework**

The AHMA members leading our complex care sites are:

- ▶ Kekinow Indigenous Programs and Services Society
- ▶ Prince George Native Friendship Centre Society
- ▶ Vancouver Aboriginal Friendship Centre Society
- ▶ Vernon Native Housing Society
- ▶ Victoria Native Friendship Centre Society



## Ama Huuwilp opens in Surrey

Kekinow Indigenous Programs and Services Society opened our first Hišukiš ćawak project in Surrey this year. Ama Huuwilp—loving home of the coming spirit—provides a safe, comfortable home for four pregnant or newly postnatal Indigenous women who are:

- ▶ Not adequately supported through the traditional supportive housing model
- ▶ Living with mental health issues, substance use and/or concurrent health conditions
- ▶ Experiencing impacts to their daily functioning and overall health

“We created gift baskets for each woman—filled with Indigenous blankets, sweatshirts, smudging kits, face cloths, brushes, toiletries and more—to welcome them and ensure they feel comfortable when they walk in their rooms,” says Jacki. “The home is filled with Indigenous art and artifacts. Women will learn life skills framed in the teachings of the Feast Hall and medicine wheel, rooted in a spirit of honesty, respect, reciprocity, relationship, home, self-advocacy, and giving each other a good life.

“Life skill workers will be onsite 24/7, and a multidisciplinary team will provide wraparound supports for the women, using a harm reduction, trauma-informed approach, focused on personal choices and cultural safety. The women will participate in decision making about their care with the team and set personal goals to reach in their time at the home.

“Depending on the individual, postnatal stabilization may take between six and 24 months. Then mother and baby will transition to appropriate permanent supportive or independent housing, with a rent subsidy if required. Our goal is for these supports to help women move from addiction to connection.”

## Leading Policy

We develop policy papers to advance member interests before decisions are made about major policies, legislation and budget allocations. Here are some highlights:

### BC Indigenous Homelessness Strategy

Indigenous peoples are overrepresented among the unhoused, showing current approaches are not adequately preventing homelessness for Indigenous communities. Given this overrepresentation, AHMA collaborated with 18 other organizations on the BC Indigenous Homelessness Strategy Steering Committee to collect data and develop a strategy rooted in Indigenous values and wise practices.

AHMA published the evidence-based, trauma-informed *BC Indigenous Homelessness Strategy* in October 2022, on behalf of the steering committee. Integrating Indigenous perspectives is crucial to address homelessness: the strategy aims to reintroduce traditional, innovative Indigenous-led approaches—that were disturbed and dismantled through colonization—to empower Indigenous people.

The strategy makes 33 recommendations across five priority areas:

- ▶ Transform systems
- ▶ Enhance partnerships and strengthen collaboration
- ▶ Promote equitable service design and delivery
- ▶ Strengthen data-driven, evidence-informed policy and programs in a culturally safe way
- ▶ Measure success

Read the recommendations and full strategy online at [ahma-bc.org/bcindigenoushomelessness](http://ahma-bc.org/bcindigenoushomelessness). Our next step is to lobby for funding to implement the strategy.



### Human Rights Approaches to Encampments

Almost 40% of residents in Vancouver's Downtown Eastside are Indigenous. Most are coping with the impacts of complex intergenerational trauma. AHMA believes Indigenous encampment residents have not been appropriately supported; many have been forcefully decamped multiple times.

However, some BC municipalities have responded in different ways to provide encampment residents with critical services, empowering them to consider alternative housing options.

AHMA has conducted a review of wise practice responses to encampments in BC. For example, the:

- ▶ City of Duncan supported an encampment operation called “The Village” that incorporates secure shelter, accommodations and wraparound support services for 34 community members experiencing homelessness
- ▶ City of Victoria employed a collaborative, community-driven response that offered people appropriate housing, not shelter beds or SRO rooms

We submitted our paper on human rights approaches to encampments—integrating Indigenous practices, harm reduction practices, trauma-informed care, and consideration of cultural identity—to the Office of the Federal Housing Advocate in June 2023.

### Homeless Outreach & Homelessness Prevention Programs

We reached out to AHMA members who deliver support through these two programs, as part of a provincial review to identify successes and shortcomings. Findings from the review will be used to make adjustments that optimize the program for priority populations.

Based on members' input, we submitted nine recommendations to the Ministry of Housing. At a high level, AHMA recommended:

- ▶ Recognize the importance of employment opportunities provided by these programs for organizations working with people experiencing homelessness
- ▶ Increase wages for program staff to ensure they are not also forced to live in poverty
- ▶ Increase administrative budgets to recruit more staff to improve client care and reduce burnout associated with vicarious trauma
- ▶ Increase the dollar amount per client to reflect the true cost of living
- ▶ Increase overall funding for rent supplements and ensure a number are earmarked for Indigenous people and administered by Indigenous organizations
- ▶ Allow more flexible program spending to recognize the diverse populations served
- ▶ Ensure a large number of positions are based in Friendship Centres
- ▶ Address application bottlenecks

### Supportive Housing Position Paper

BC launched the Supportive Housing Fund (SHF) in 2018 to help address homelessness. However:

- ▶ Of 35 housing providers with SHF funding, just two are Indigenous-led
- ▶ Of 2,948 supportive housing units, just 80 are managed by an Indigenous-led organization

Clearly, the SHF system is not working for Indigenous communities, despite Indigenous individuals experiencing homelessness at a disproportionately high rate.

This year, the provincial government budgeted \$440 million in SHF funding over three years for 3,900 additional supportive housing units. Our position statement, submitted in April 2023, advocates for changes to integrate Indigenous housing providers in culturally safe supportive housing. We want the government to:

- ▶ Support measures to help Indigenous organizations build capacity to take on more Indigenous-led supportive housing projects
- ▶ Create a dedicated funding stream for supportive housing by Indigenous-led organizations
- ▶ Hold a Call for Interest process developed for Indigenous-led supportive housing opportunities

### Housing & Safety – Key to Planning for the Path Forward

While the Path Forward report—on the provincial response to end violence toward Indigenous women, girls and 2SLGBTQQIA+ people—uses a community-based, women-centered approach, it does not consider the important linkages between housing and safety.

We pointed out the National Inquiry into Missing and Murdered Indigenous Women and Girls prominently featured the relationship between housing and safety, in our January 2023 submission to the provincial government. The inquiry's *Master List of Report Recommendations* includes 33 recommendations linking housing and safety.

Our submission also identifies key areas to address gaps in policy and funding for Indigenous women, girls and 2SLGBTQQIA+ people who are at risk and/or fleeing violence:

- ▶ Develop a *For Indigenous, By Indigenous* gender specific housing fund for Indigenous women, girls and 2SLGBTQQIA+ people, reflective of proportional need
- ▶ Support strategic planning for Indigenous housing
- ▶ Support Indigenous-led housing evaluation
- ▶ Incorporate cultural safety at all service providers and stakeholders who intersect with Indigenous women, girls and 2SLGBTQQIA+ people
- ▶ Incorporate gendered complex care frameworks into service delivery and supports for Indigenous women, girls and 2SLGBTQQIA+ people with high acuity

## Leading the Way Conference

Last fall, housing and service providers and Indigenous leaders came together to discuss innovative, promising practices to prevent and reduce Indigenous experiences of homelessness, at the Leading the Way conference.

AHMA co-hosted the conference with the Aboriginal Coalition to End Homelessness Society (ACEH) on November 19 and 20, 2022, in Vancouver. Indigenous comedians opened the event; then everyone got into the hard work at hand.

“Over the two days, participants had an opportunity to build connections and share knowledge in a culturally safe space,” says **Stephanie Lowe**, AHMA Senior Housing Policy Analyst. “We shared the 33 recommendations in the *BC Indigenous Homelessness Strategy*. All 18 organizations on the BC Indigenous Homelessness Strategy Steering Committee were at the event.”

Elder **Syexwaliya** Ann Whonnock from Squamish Nation opened and closed the conference. Our keynote speaker was **Chief Dr. Robert Joseph**, a Hereditary Chief of the Gwawaenuk First Nation, Ambassador for Reconciliation Canada, and a member of the National Assembly of First Nations (AFN) Elders Council.

Fran Hunt Jinnouchi (ACEH), Margaret Pfoh (AHMA), Celeste Hayward (AHMA), Michael Sadler (First Nations Housing and Infrastructure Council), Rod Hill (BC Housing), and Bertina Lou (AFN) also spoke at the event, which was sponsored by BC Housing.



(L-R) Brielyn Ramsey, Fran Hunt-Jinnouchi, Celeste Hayward, Lehran Young, Stephanie Lowe at the Leading the Way conference.

# ASSET STRATEGIES' ACCOMPLISHMENTS

“Our team is here to help AHMA members with maintenance planning, capital planning, capital renewals and new construction projects,” says **David Silva**, AHMA Director of Asset Strategies. “We support members to attain their housing visions, with housing portfolio planning, project management, training, research and technical support.”

## Women4Climate Mentorship Program

We were delighted our AHMA Program Coordinator **Mae Flanders** was selected as a mentee in the City of Vancouver’s Women4Climate (W4C) Mentorship Program in 2022. Her mentor is Brenda Knight, CEO of BC Indigenous Housing Society.

W4C helps build the next generation of climate leaders, by fostering a network of women dedicated to creating a healthier, greener, more resilient and economically prosperous urban future. The program matches leaders from community businesses and organizations with emerging women leaders.

Mae’s “We Are One” bold, local project—her second collaboration with the Cheakamus Centre and BC Institute of Technology—aims to:

- ▶ Provide Indigenous youth with a foundation in high-performance building science principles
- ▶ Support career pathways for Indigenous youth in the high-performance buildings sector
- ▶ Support a transition to a net-zero economy

This summer, 20 Indigenous youth renovated an old log cabin at Cheakamus Centre, gaining hands-on experience in building envelope retrofit. Online and in-person workshops introduced students to building science and energy conservation fundamentals. In addition, youth learned soft skills in communication, leadership, and teamwork, focused on Indigenous perspectives and culture.

“Building capacity within Indigenous nations, communities, and housing providers to construct climate change-resilient, high-performance buildings contributes to sustainable development, reconciliation, and enhanced self-governance,” says Mae.

We hold our hands up to our funders—Tree of Life Foundation, National Indigenous Brotherhood Fund, Peter Gilgan Foundation, Vancity, AHMA and private funders—for supporting the future generation. The goal is to advance bold, local climate action, in alignment with Vancouver’s Climate Emergency Action Plan and Climate Change Adaptation Strategy.

**gilakas’la**, (Kwak’wala – Thank you)



(L-R) At City Hall with Vancouver Mayor Ken Sim, Mae Flanders, mentor Robyn Wark and mentee Melissa Hamer

## Energy Efficiency & Conservation Projects

We support AHMA members with cost-effective solutions to promote energy efficiency and conservation in their building portfolios. We also integrate Indigenous approaches and sustainability practices to reduce environmental impact.

Energy studies yield valuable insights that inform energy-efficient building retrofit and renovation projects, by:

- ▶ Providing a comprehensive understanding of a building’s energy consumption patterns
- ▶ Identifying areas for improvement and opportunities for increased efficiency

### Energy Upgrades

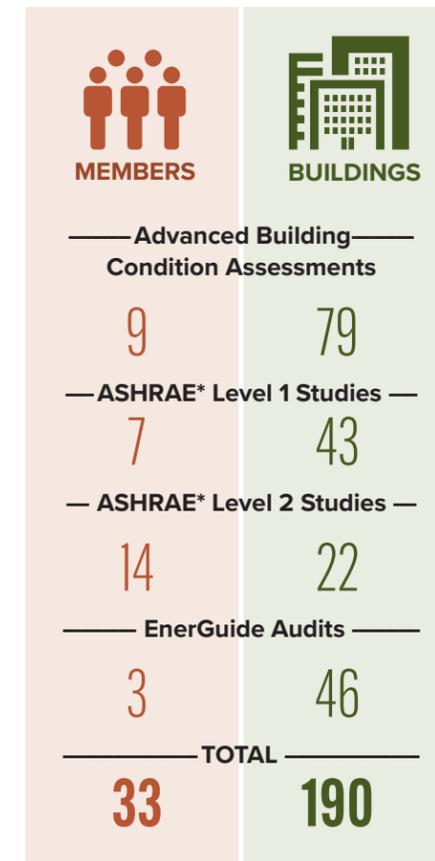
We also initiated projects to enhance energy efficiency across our members’ portfolios:

- ▶ Upgrading lighting systems to energy-efficient LEDs
- ▶ Optimizing HVAC systems for improved performance
- ▶ Implementing smart building technologies to monitor and control effective energy use

In the past three years, 17 AHMA members took advantage of funding to complete 42 energy projects:

- ▶ **11 projects** in the Energy Conservation Assistance Program (ECAP)
- ▶ **13 projects** in the Indigenous Communities Conservation Program (ICCP)
- ▶ **3 projects** in the Social Housing Incentive Program (SHIP)
- ▶ **13 projects** in the Social Housing Retrofit Support Program (SHRSP)
- ▶ **2 projects** in HVAC control rebates for the Endotherm additive

### Energy Studies (2020-23)



\* American Society of Heating, Refrigerating and Air-Conditioning Engineers

**M’akola and Muks-Kum-Ol Housing Societies** completed eight projects with ICCP funding. Most involved improving building envelopes, some installing heat pumps.

**Cariboo Friendship Society** had 33 units participate in ECAP, with nine units getting new fridges and eight being assessed for insulation potential.

**Kekinow Native Housing Society** received nine fridges; a common area lighting assessment led to new thermostats at Slel Alem (People’s Homes), through ECAP.

**Mamele’awt Qweesome/To’o Housing Society** had 43 units participate in ECAP; 13 got new fridges and MQHS continues to collect tenant requests.



### Vancity Partnership

This year, Vancity is funding an AHMA Cooling Needs Assessment to develop short and medium-term solutions to extreme heat events for our members. In addition, work with Vancity to give members access to climate friendly retrofit funding continues, through the Non-Profit Housing Retrofit Program.

“We’re thrilled to see growing resiliency in our members’ portfolios with these initiatives,” says **Sara Fralin**, AHMA Manager of Engagement and Technical Services. “AHMA will continue to stay at the forefront of energy practices that align with Indigenous perspectives. We will implement innovative solutions, leverage technology and industry partnerships to optimize building performance, and reduce energy consumption.”

## Environment, Regulation, Comfort & Safety

Three key components now drive energy conservation and building electrification in capital planning projects:



### Environment

Climate change has severe negative impacts that threaten our health, environment and economy. AHMA plays an important role in reducing energy consumption in buildings and using efficient, climate-friendly technologies.



### Regulation

*CleanBC Roadmap to 2030* requires all space and water heating equipment sold and installed in BC after 2030 to meet or exceed 100% efficiency (no more conventional natural gas installations). We're working with members and partners to provide viable, reliable, cost-effective building electrification options for existing buildings to meet the coming regulations.



### Occupant comfort and safety

Since the 2021 heat dome, demand for air conditioning has significantly increased with the realization BC will continue to experience hotter weather. Cooling has been identified as an essential life safety building upgrade. AHMA is assessing extreme heat risks to develop mitigation strategies, such as improving access to active cooling measures by installing heat pumps, and passive cooling measures like upgrading building enclosures.

Energy-efficient building retrofits can address these critical requirements while ensuring housing remains affordable to maintain and operate. In the coming year, AHMA will support ambitious new energy projects to help members improve energy efficiency and reduce energy consumption and costs.

## BC Heat Preparedness

We partnered with BC Hydro this year to get portable air conditioners into vulnerable tenants' homes, especially Elders, to keep them cool and safe during our increasingly warm summer months. BC Hydro provided funding for the A/C units and fans to AHMA members around the province. One AHMA member says the A/Cs are strong enough to cool an entire apartment!

AHMA Member	A/Cs	Floor Fans
Fort St. John Native Housing Society	11	
Dakelh & Quesnel Community Housing Society	24	
West Moberly First Nation	57	
Sto:Lo Elders Lodge	12	
Prince George Native Friendship Centre	81	
Conayt Friendship Society	32	
Island Urban Indigenous Wellness Society		27
Kekinoow Native Housing Society		73
Tahltan Health & Social Services Authority	33	
Victoria Native Friendship Centre	25	
Vancouver Aboriginal Friendship Centre Society	6	
Aboriginal Mother Centre	16	
To'o Housing Society	23	
Vernon Native Housing	4	
Dawson Creek Native Housing Society	34	
Helping Spirit Lodge Society	21	
Cariboo Friendship Centre	18	
Fraser Region Aboriginal Friendship Centre Association	15	
<b>TOTAL</b>	<b>412</b>	<b>100</b>



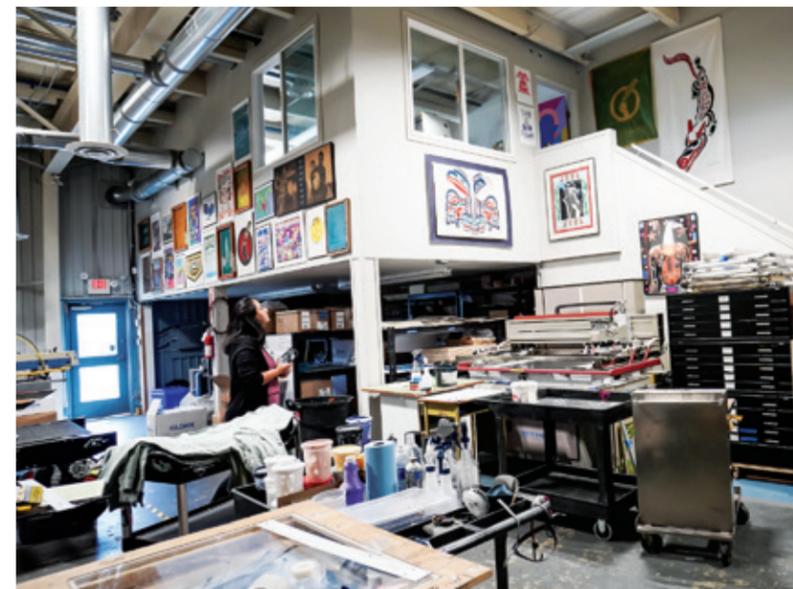
Clockwise from top: Island Urban Indigenous Wellness Society; IUIWS President Claire Clark and Housing and Facilities Manager Thomas O'Brien (to her right) meet with AHMA staff; Wachiay Friendship Centre entrance; Wachiay's screen printing studio



## Road Trip to Meet Members

"We met with staff at the Island Urban Indigenous Wellness Society in Nanaimo and Wachiay Friendship Centre in Courtenay this year to rebuild relationships one-on-one, after the pandemic kept people apart for so long," says **Connie Mah**, AHMA Project Coordinator. "We plan to continue visiting members in the coming years to listen to concerns, hear about needs, and answer questions. This information helps us identify areas for follow up support."

"These conversations bring home the importance of our members' support for tenants across the province and ignite our passion for this work."



## Bridging the Indigenous Training Gap

BC's Indigenous housing providers lack the capacity to develop climate change-resilient, high-performance housing to serve community needs. University of British Columbia (UBC) Sustainability Scholar **Rashi Chaturvedi** conducted a best practices scan of education delivery models and conducted interviews with educators and Indigenous housing providers for AHMA.

Her paper—*Research to Fill the Training Gap for Indigenous Audiences on High-Performance Building and Energy Management*:

- ▶ Identifies barriers, gaps and opportunities in high-performance building and residential energy management training programs
- ▶ Recommends ways to make capacity building courses more effective to empower Indigenous housing staff to pursue careers in the sector

The research findings reveal:

- ▶ **Optimal delivery approach** – With the COVID-19 pandemic, online training has become the norm. But trainers and housing providers unanimously believe an in-person component is essential, due to better educational outcomes. A hybrid approach was suggested, with upfront preparation done online and experiential learning provided in person.
- ▶ **Indigenous teachers** – More experienced Indigenous trainers are needed to connect with communities.
- ▶ **Cost** – Indigenous housing providers often find the tuition expensive, especially in-person training in remote communities and for women needing childcare and travel support.
- ▶ **Location** – Delivering training on traditional lands empowers Indigenous students and responds to local housing requirements.
- ▶ **Community engagement** – After the training, students need to involve communities in energy efficiency programs.
- ▶ **Indigenization** – Decolonizing curriculum is crucial to acknowledge lived experiences; integrating community value systems into learning; and introducing values of reciprocity and consent to make learning holistic and interdependent.
- ▶ **Student support** – Housing providers need support to select the right courses, find internships, and engage in peer platforms to stay connected after training.

AHMA plans to use this information to:

- ▶ Support Indigenous housing and service providers to build capacity for managing energy use
- ▶ Advance equity in the high-performance building and residential energy management sector

This project was a partnership with the UBC Sustainability Scholars Program to conduct applied research on projects that advance sustainability. AHMA Program Coordinator Mae Flanders mentored Rashi.

*Rashi Chaturvedi, UBC 2022 Sustainability Scholar (L), and AHMA Program Coordinator Mae Flanders (R)*



# NEW & RENEWED MEMBER HOUSING

Renewal projects in the last year included everything from building envelope repairs to emergency window replacements, asbestos abatement, re-piping, energy retrofits, roof replacements, elevator repairs, and more.

## RENEWAL PROJECTS

Newly initiated capital projects in 2022/23

**\$902,757**

**4 projects** | **172 units**

**+ 9 estimated jobs created in BC**

## COMPLETED CAPITAL PROJECTS

**\$3,582,683**

**9 projects** | **221 units**

## NEW DEVELOPMENT PROJECTS

Projects Completed in 2022/23

**\$93,975,190**

**8 projects** | **240 units**

*Ama Huuwilp-Roof Project-  
Kekinow Housing Society –  
Before (R); After (below)*



*Kingsway Dumfries Building  
Envelope Renewal - Helping  
Spirit Lodge Society*

## All Active Projects by Region\*

REGION	PROJECTS	#UNITS	TOTAL\$	ESTIMATED JOBS CREATED
1 Northern BC	1 (ongoing)**	22	\$4,147,000	Reported last year
2 Cariboo Chilcotin	0	0	\$0	0
3 Thompson Okanagan	1 (ongoing)	5	\$817,000	Reported last year
4 Vancouver Island	16 (1 new/15 ongoing)	384	\$11,467,808**	1
5 Vancouver Coastal	10 (3 new/7 ongoing)	535	\$14,309,848	8
6 Fraser Valley	6 (ongoing)	132	\$9,430,447†	Reported last year
<b>Totals</b>	<b>34</b>	<b>1,078</b>	<b>\$40,172,103</b>	<b>9</b>

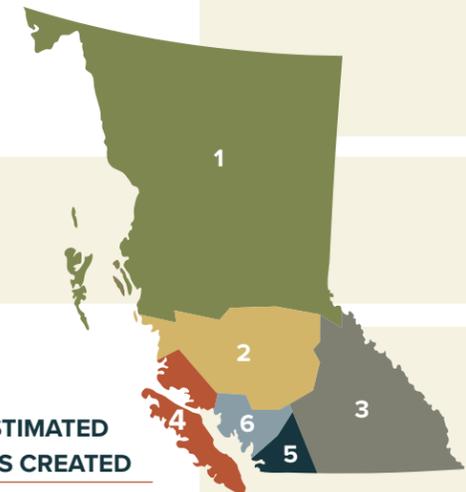
\* This amount represents the total approved project budgets, so differs from the 2022/23 fiscal year amount

\*\* Northern BC project mistakenly included in Vancouver Island region last year

† New value due to project budget increase

## New Development by Region

REGION	PROJECTS	#UNITS	TOTAL\$	ESTIMATED JOBS CREATED
1 Northern BC	3	132	\$57,711,123	401
2 Cariboo Chilcotin	0	0	\$0	0
3 Thompson Okanagan	1	26	\$10,701,177	76
4 Vancouver Island	2	54	\$14,920,490	106
5 Vancouver Coastal	1	23	\$9,050,000	69
6 Fraser Valley	1	5	\$1,592,400	11
<b>Totals</b>	<b>8</b>	<b>240</b>	<b>\$93,975,190</b>	<b>663</b>





Stepping Stone  
(all photos this page)

# NEW INDIGENOUS HOUSING OPENS IN 2022/23



6151 Russel Place



## Rosewood

Fraser Region Aboriginal  
Friendship Centre Association

## 1975 Bowser Avenue

Aboriginal Housing Society of  
Prince George

## Lazelle Avenue

M'akola Housing Society

## 1919 17th Avenue

Aboriginal Housing Society of  
Prince George

## Sch'eyk (Deluxe Hotel)

Lu'ma Native Housing Society

## 6151 Russel Place

M'akola Housing Society

## Aspen View

M'akola Housing Society



Aspen View



1919 17th Avenue  
(+ below)

Photos this page courtesy of BC Housing





## Sustainable Procurement

Sustainable procurement aims to create social and economic benefits for a community, minimize environmental damage, and encourage biodiversity by focusing on:

- ▶ Equality
- ▶ Diversity
- ▶ Job creation
- ▶ Fair labor
- ▶ Employee well-being
- ▶ Education and development
- ▶ Reducing material waste, carbon emissions, energy and water consumption

## Socially responsible practices

At AHMA, we practice sustainable procurement in capital projects with our members to promote positive outcomes for the environment, culture and local economy by:

- ▶ Subcontracting to Indigenous owned and/or operated businesses
- ▶ Supporting local community organizations
- ▶ Providing apprenticeships and employment opportunities for recent graduates to develop skills
- ▶ Participating in the BladeRunners program to create opportunities for at risk young adults
- ▶ Supporting women in skilled trade programs to promote gender equality and diversity in the industry
- ▶ Ensuring contractor policies, practices, training and educational offerings are in place to provide a safe, healthy work environment for women in skilled trades

## Environmental stewardship

We contribute to environmental stewardship through our commitment to reducing:

- ▶ Carbon emissions through technological advancements and other measures
- ▶ Energy consumption through building retrofits and upgrades
- ▶ Waste and materials sent to landfills via a sustainable waste management program, in partnership with BC Housing

## Cultural integration

- ▶ We collaborate with Indigenous knowledge keepers on best practices in building design and stewardship
- ▶ We integrate Indigenous art into building design and work with local Indigenous artists
- ▶ We include and collaborate with local First Nations

## Supporting local economies

AHMA encourages local sourcing of materials to maximize social and economic benefits and reduce transportation-related emissions.

## Sustainable procurement in practice

AHMA member M'akola Housing Society encourages sustainable procurement by:

- ▶ Requiring general contractors to hire Indigenous owned and/or operated businesses and trades
- ▶ Participating in programs offering opportunities to Indigenous women in trades and individuals facing barriers to employment

A few highlights of M'akola's Tetrault renovation project in Terrace include:

- ▶ Employed an all-Indigenous local crew
- ▶ Collaborated with the local First Nation
- ▶ Worked with local and Indigenous artists to integrate Indigenous art in the building facade

## NEW RENTAL PROTECTION FUND

For every new affordable rental home built, three more are lost to conversions, demolition and rent increases, preventing the province from keeping pace with demand for affordable housing. This stark reality was the reason AHMA, the BC Non-Profit Housing Association, and the Co-operative Housing Federation of BC advocated for a rental housing acquisition fund.

In January 2023, the BC government announced \$500 million for a new Rental Protection Fund to help renters keep their homes and stem the loss of affordable rental housing units.

This funding will:

- ▶ Enable non-profits to purchase and manage existing residential rental buildings to secure their affordability
- ▶ Help correct the past decade's erosion of rental homes for low and moderate-income renters

"The erosion of affordability in market rental supply has had devastating impacts on renters in BC," says BCNPHA CEO **Jill Atkey**. "We see the Rental Protection Fund as key to slowing the rapid increase in rents and leveraging the community housing sector's strengths to ensure affordability forever."

"Having an Indigenous-led organization at the table as an equal partner with BCNPHA and CHF BC is an important step toward true reconciliation," says AHMA CEO **Margaret Pfoh**. "Together, we can put our collective knowledge into action to benefit Indigenous and non-Indigenous people who most need affordable housing."

"This kind of partnership—between the co-op, non-profit and Indigenous housing sectors—is unique in Canada," says CHF BC CEO **Thom Armstrong**. "We've managed to create a model that strengthens all of us. Speaking with one voice for the community housing sector to government unlocked the deal."



AHMA CEO Margaret Pfoh, with Premier David Eby and Housing Minister Ravi Kahlon (L)



Cliff Grant, AHMA Director, Indigenous Strategic Relations, with Katie Maslechko, CEO of the new Rental Protection Fund

"Our Board wants reconciliation built into all we do. This project struck me as one concrete way we can contribute to delivering assets to the Indigenous housing sector. I'm honoured to be part of this partnership and love working with Margaret and AHMA staff; I learn something from every interaction."

AHMA, BCNPHA and CHF BC established the Rental Protection Fund Society to oversee the new fund. Society CEO **Katie Maslechko** and staff will operate the fund.



# Raising Our Hands to Indigenous Housing Providers

In this year's report, we welcome the stories of three AHMA Indigenous housing and service providers—Wilma's Transition Society, M'akola Housing Society, and the Aboriginal Housing Society of Prince George. Each agency brings compassion, care and commitment to enable Indigenous tenants to live their best lives, as all AHMA members do.

## WILMA'S TRANSITION SOCIETY

“Our original name, Xolhemet Society, means someone who cares,” says **Kathleen Mosa**, Executive Director, Wilma's Transition Society (WTS). “We changed our name in 2019 to honour our founder Wilma Mussel, who worked on the Board for 21 years. We support women and children who are leaving interpersonal violence to cultivate opportunities for empowerment and independence.”



### Housing & Support Services

Wilma started the group in 1988 to create a transition house in Chilliwack, which opened in 1991:

**Transition housing** – Our Transition House has been helping hundreds of women and children every year for more than 30 years. We have a seven-bedroom, 18-bed facility, staffed 24/7—a free, temporary, safe haven for women and children leaving interpersonal violence, with:

- ▶ Access to kitchen and laundry
- ▶ Fully furnished bedrooms and shared bathrooms
- ▶ Indoor and outdoor play areas
- ▶ Access to clothing donations
- ▶ One-on-one and group support
- ▶ Legal advocacy and court accompaniment
- ▶ Referrals
- ▶ Transportation for service-related appointments
- ▶ Maximum stay of 30 days

**Second stage housing** – We felt spurred to support women beyond 30 days, because 95% of women return to abusers after just 30 days, while less than 5% with access to second stage housing return. The extra time and support for women to build a new life makes a phenomenal difference.

We opened our second stage housing in Cultus Lake in 1996, with five furnished apartments to support women and children as they build a healthy, positive life together. Women take part in a mandatory group program three times a week, plus learning and play groups for the children, so moms have some free time too. Women stay with us for six months, with extensions by request.

**New third stage housing coming this fall** – In October 2023, we'll open an 18-unit apartment building that will replace our second stage housing at a new location and offer third stage housing as well.

“*Societal change is crucial to make the shift from intervention to prevention in gender-based violence.*”

**Kathleen Mosa**  
WTS Executive Director



We'll have nine units of second stage housing on the top floor—with room for singles—and nine units of third stage housing on the ground floor. Women can stay here for up to three years to stabilize and go back to school, giving them time to build the confidence and independence to move back into regular housing.

**Support services** – WTS also offers a Homeless Prevention Program, outreach program, no cost counselling and food hampers:

- ▶ **Homeless prevention** helps people leaving the correctional or hospital system, women fleeing violence, youth, and people who identify as Indigenous who are homeless or at risk of homelessness, with a one-time rental supplement. We can pay a portion of rent, damage deposit, utilities and start-up costs.
- ▶ Our **outreach program** helps women in the community who need extra support to improve their situation—finding immediate/emergency shelter or permanent housing, obtaining identification, getting to housing related appointments, referrals, advocacy and more.
- ▶ During the pandemic, we saw mental health issues peak, and expanded our staff from one to three counsellors. We offer **no cost general counselling services** to men and women in need in the community.
- ▶ WTS also created a **Food Hamper Program** early in the pandemic, offering free pre-cooked meals and food hampers to anyone in Chilliwack and surrounding areas in need of food security.

**WTS Women's Bursary** – Each year, we fundraise and partner with Riverside Equipment Rentals and Baker Newby LLP to give three bursaries to women enrolled in post-secondary education in our community:

First place: \$3,000 | Second place: \$2,000 | Third place: \$1,000

## Making a Difference

“We do this work to help women and children leave intimate partner violence and create a safe, fulfilling life,” says Kathleen. “Ultimately, our goal is to create social change by raising public awareness and educating the community. Grassroots work is vital, but societal change is also crucial to make the shift from intervention to prevention.

“At Wilma’s, we recognize LGBTQ2S+ persons face a high risk of discrimination and abuse. We welcome all trans, two-spirit, intersex and gender diverse people and their children.”

## Working with AHMA

“We bought and sold an old house and made enough for a down payment on the land for our new 18-unit project. But we have a substantial mortgage; the shelter support rate covers just \$11,000 of the \$27,000 monthly payment. Margaret [Pfoh, AHMA CEO] and Celeste [Hayward, AHMA Director of Operations] were amazing advocates for us and submitted a budget to BC Housing to support the mortgage. We also got 24/7 staffing covered. It’s been wonderful having them in our corner.”



### Traditional Territory Recognition

Wilma's Transition Society is located in **Ch-ihl-kway-uhk** (Chilliwack) and provides services on the traditional and unceded territories of the **Stó:lō** (people of the river). Wilma's works to incorporate traditional Indigenous practices into our programs.

## TRANSITIONAL HOUSING TRANSFORMS LIVES

“During my pregnancy, I was talking to a therapist about the intergenerational trauma I experienced as a child. At the time, I was with a man suffering from his own addiction, who was leaving needles all over our house. My therapist told me about Wilma’s transition house, and said if I didn’t leave, my daughter would probably be taken away from me. So, I went to Wilma’s in the last month of my pregnancy.

“The house was way different from what I expected. I thought it would be like a prison. But they catered to me—if I wanted watermelon, hot chocolate, the women found it for me. They made the last month of my pregnancy the best month.

“I had 48 hours of hard labour when my daughter was born and had to have a C-section. Three women from Wilma’s came to support me and were so gentle; they gave me more support than my own family.

“Then I moved into WTS second stage housing. ‘When Love Hurts’ was a mandatory program and helped me understand the cycle of abuse and where I stood in my own healing. I had been in therapy because I didn’t want to pass trauma down to my daughter. But I was constantly triggered by my dad. This program opened my eyes to how healthy and how toxic I was—and how toxic and abusive other people had been toward me.

“I have no idea where my daughter and I would be without Wilma’s. Both my parents went to residential school. Growing up, I suffered from sexual, physical and mental abuse.

My father is a manipulator; he reached out when I was pregnant and asked me to come home. Something screamed danger. If I let him in, my daughter would have endured the same things I did as a child.

“It was hard to call Wilma’s, I was afraid of losing my freedom. But the moment I arrived the women were so welcoming. I was able to relax and be pregnant and not worry about anything else. Wilma’s gave me the opportunity to move completely away from him and create a life for us together.

“Unfortunately, my daughter’s dad found us at Wilma’s, which was a safety breach and we had to go back to the transition house. The women helped me get into different second stage housing. The process was difficult, but also a blessing. We moved all the way to Kitsilano when COVID hit and everything was quiet, just two blocks from the beach; it was so beautiful.

“I’m back in Agassiz now after three years away and decided to go back to school to study mental health and addictions support. I applied for a WTS bursary and won first place, \$3,000\*! It felt like coming full circle—going through all these experiences and Wilma’s was still right there for me. Tomorrow is my final exam, followed by a four-week practicum. Wilma’s women helped me prevail.”

**Collette**, former WTS tenant

*\* WTS funds the bursary but does not select the winners.*

# M'AKOLA HOUSING SOCIETY

“Next year, M’akola celebrates 40 years of providing affordable homes and assisted living for Indigenous and non-Indigenous people across BC,” says **Kevin Albers**, CEO, M’akola Group of Societies, which includes M’akola Housing Society (MHS) and M’akola Development Services Society. “We’re proud of what we’ve achieved, but our job is incomplete as long as demand for affordable housing continues. We will continue to push for new development until all urban Indigenous families have access to culturally safe and affordable homes.”



## Housing & Support Services

Over the years, M’akola Housing Society has grown significantly; we now offer family housing, homes for singles and couples, and assisted living for Elders and seniors across the province:

**Affordable rental housing** – M’akola operates affordable housing serving over 5,000 family members in more than 1,700 homes:

- ▶ **Vancouver Island** – 1,150 units in Victoria, Langford, Sooke, Duncan, Nanaimo, Port Alberni, Courtenay, Comox and Campbell River
- ▶ **Northwest BC** – 515 units in Prince Rupert and Terrace
- ▶ **BC Interior** – 46 units in Oliver
- ▶ **New developments** – 1,149 new units are in the works in Burnaby, Penticton, Hornby Island and Vancouver

**Assisted living** – We also operate two assisted living developments for Elders, seniors and people with disabilities:

- ▶ **Jesken Aerie** – 60 units of Elders/seniors housing in Langford, with communal space for recreation and meals. Island Health delivers daily personal care services to support tenants in living independently.
- ▶ **Ts’i’ts’uwatul’ Lelum** – 50 units, also for Elders, seniors and people with disabilities, in partnership with Cowichan Tribes and Island Health. Indigenous staff provide meal services, cultural support and health services.

**M’akola Development Services** – We formalized our own development services arm in 2012 to help Indigenous and non-Indigenous housing providers plan and develop new housing in BC. To date, our team has supported the development of:

- ▶ 78 projects across BC
- ▶ ~2,800 units
- ▶ 1,149 units are M’akola owned
- ▶ 1,651 units are owned by other housing providers



*M’akola housing developments, tenants and staff*





# ABORIGINAL HOUSING SOCIETY OF PRINCE GEORGE

“We’re developing an Urban Aboriginal Community in Prince George,” says **Julia Sundell**, who joined the Aboriginal Housing Society of Prince George (AHSPG) as Executive Director in April 2023. “We relocated to our current site in 2017, a 6.8-acre parcel of land, with a vision to develop this community. In 2021, we opened 50 affordable units and have several more projects under construction or in the planning phase.”



## Making a Difference

“Working at M’akola is wonderful because we can help families build better lives,” says **Joanne Kakewash**, M’akola Executive Assistant. “I sit on a committee at Royal Roads University and wore my M’akola shirt to the Indigenous Peoples Day celebration there last year. A woman came over and asked if I worked at M’akola; then thanked me, saying she wouldn’t have been able to support her child and go to school without M’akola’s support. Now she has her master’s degree and lives in market housing.”

## Working with AHMA

“M’akola has been with AHMA since the start as a founding member,” says Kevin. “As an Indigenous housing provider, we support AHMA wholeheartedly. We believe in the work AHMA is doing and have a very positive working relationship.”

“I also want to acknowledge all the people who work with M’akola. Several of our team members have been with us for almost three decades, which speaks volumes at a time when so many organizations face recruitment and retention challenges. We couldn’t do this important work without our team.”

“As a newer employee, I love working here,” adds Joanne. “M’akola is an employer of choice and provides great leadership.”

### Traditional Territory Recognition

M’akola Housing Society serves clients across the province and is continuously growing. We respectfully acknowledge the unceded traditional territory of the **ləkʷəŋən** peoples, where our head office is located. We also want to honour all the traditional lands where we currently live, work and provide affordable housing elsewhere in BC

“At M’akola, we are aligned with AHMA’s vision of For Indigenous, By Indigenous.”

Kevin Albers, M’akola CEO



## Housing & Support Services

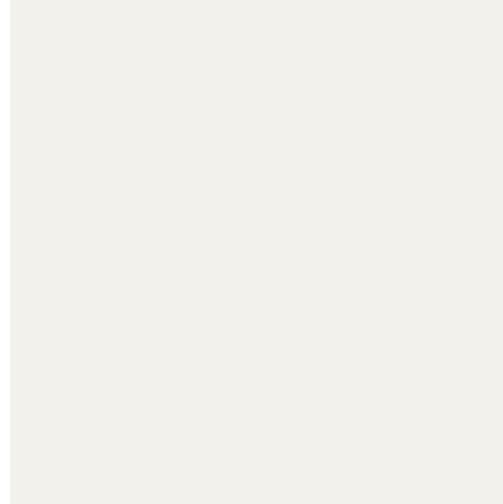
AHSPG began as Prince George Metis Housing in 1984 with a 19-unit affordable apartment building. We changed our name in 2015 to reflect our inclusive approach to Indigenous housing:

**Affordable Indigenous housing** – We now operate over 200 affordable rental units—single family homes, townhouses and apartment buildings—serving about 500 people in Prince George and across 11 other communities in northern BC.

**Urban Aboriginal Community** – Our vision is for a family-focused community for urban Indigenous people in Prince George, with safe, affordable housing and onsite access to educational, childcare, health and wellness, recreational and cultural opportunities:

- ▶ **Phase 1** – 50 townhomes opened in 2021 in five, two-storey buildings.
- ▶ **Phase 2A** – We have another 57 units of affordable housing for multigenerational families under construction, scheduled to open in 2024. The four-storey apartment building will overlook a central gathering space.
- ▶ **Phase 2B** – A community centre is also under construction, and will offer 40 childcare spaces, a digital learning centre, library of Indigenous authors, large gathering space, and community café. We’re partnering with the Prince George Friendship Centre on the childcare facility.
- ▶ **Phase 3** – We’re building a 35-unit supportive housing project for Indigenous Elders and seniors at risk of homelessness, also in partnership with the Friendship Centre. We recently installed our first piece of spectacular public art on the northwest corner of the building.
- ▶ **Future Phase** – A large outdoor gathering space and learning centre will be located at the heart of the site, with safe play areas for children, walking and bike pathways, community and medicine gardens, a large field, and various structures to support community gatherings, cultural events and celebrations. Our intention is to create a backyard for the community and promote multigenerational connections.

**Indigenous Support Program** – Our Indigenous Support Workers and Tenancy Relations Advisors both work with tenants to achieve their goals, connect with community service providers, and attend workshops to build skills and knowledge. The goal is to support tenants’ physical, mental, emotional and spiritual well-being and enable successful tenancies through a lens of decolonization.



Above: Indigenous artwork on the facade of our Elders' supportive housing development  
 Left: Aerial view of Aboriginal Urban Community under construction

Renderings from top:  
 Aerial view of Aboriginal Urban Community;  
 Phase 2;  
 Interior streetscape;  
 Phase 3.



## Making a Difference

"I am a white settler with two Indigenous children," says Julia. "I've watched my kids grow up being racially profiled, a challenge all Indigenous people face day to day, which has shaped me. I see myself as an ally for Indigenous people and will advocate for anyone who needs my support."

"What makes me smile every day is to see tenants make their journeys with the social supports to be successful in their lives."

## Working with AHMA

"I met Margaret [Pfoh, AHMA CEO] and Colleen [Demeester, Portfolio Manager for AHSPG] at an engagement session just a week after I started this job and learned about AHMA's role at the event. Margaret's vision for Indigenous housing is so inspirational. I am thankful for the support AHMA has given me in this role and look forward to a long, robust partnership."

"I also want to acknowledge the resiliency of our staff as the organization transitioned through leadership changes in the past two years. I'm in awe of the passion and empathy they have for our tenants."

**“We will begin planning in the fall to assess how best to expand wraparound support services to enable our tenants' success.”**

**Julia Sundell**, AHSPG Executive Director



### Traditional Territory Recognition

Aboriginal Housing Society of Prince George is grateful to be located on **Lheidli T'enneh** traditional territory.

By Committee Chair  
Rosanna McGregor

## Fair Funding Lobby

As chair of the Náćwa?mat Lelə́m Committee (NLC) and as a provider, I help ensure Margaret and AHMA's Executive Leadership Team have the information they need to negotiate on behalf of members with BC Housing. I've shared letters showing funding increases for our work with the health authority and various ministries, so AHMA can negotiate comparable funding with BC Housing and ensure all providers have the same opportunities.

AHMA recognizes members face growing cost pressures, due to inflation and other factors increasing the cost of living, housing, services, materials, development, wages and more. NLC members support AHMA's negotiations for commensurate funding increases in the new ISHMA agreement with BC Housing to deal with these pressures.

## New Care Model Needed

MLAs and mayors want a solution to encampments. We all want one. From our members' perspective, the federal Rapid Housing Initiative feels like a band-aid. As a friendship centre, we've been in the emergency shelter service for 30-plus years; it's not working: people move in and out without getting better; staff experience compassion fatigue.

Across the province, our members have been trying to support people with complex needs in housing without resources for cultural safety and trauma-informed care, because the model was government-led. We need to dig deeper for solutions that will make a difference. We need housing with the right kind of support to properly care for Indigenous people struggling with homelessness and mental health and substance use issues. AHMA agrees.

I'm hopeful AHMA's new complex care approach will work and give us a best practice model for change. AHMA employees developed the approach in consultation with our members and in partnership with healthcare leaders.

We are waiting to see how these first pilot projects unfold and—based on successful outcomes—hope to expand complex care to provide wraparound services, wherever needed for complex tenancies across housing programs, to overcome concurrent challenges and enable people to lead more fulfilling lives.

## Advocating For Members

All of AHMA's work to influence change is designed to benefit members. Over the last five years, AHMA's independent governance structure—coupled with members' concerns channeled through the Náćwa?mat Lelə́m Committee—has enabled AHMA to:

- ▶ Achieve significant improvements for members, compared to the previous government-led approach.
- ▶ Sustain a unique, unified *For Indigenous, By Indigenous* model, giving us the strength to acknowledge differences and work together for the benefit of all.

NLC encourages AHMA's Board of Directors to be our political advocate to ensure we have a strong relationship with new leaders like BC Housing's CEO Vincent Tong and Minister of Housing Ravi Kahlon. Together, we can stand up for our members' needs at all levels of government:

- ▶ We're proud the evidence in AHMA's *Urban, Rural and Northern Indigenous Housing Strategy* convinced the provincial government to double the units being developed through the Indigenous Housing Fund.
- ▶ Our Board Chair, Gary Wilson, also sits on the Board of the new National Indigenous Collaborative Housing group, co-founded by AHMA, which will roll out a national URN Indigenous housing strategy and push for further federal funding for Indigenous people living away from their home communities across the country.
- ▶ AHMA has spent three years raising awareness among municipalities to collaborate with local First Nations and include Indigenous housing in community planning. Our members know municipalities are increasingly interested in addressing the housing crisis, especially with encampments revealing the complexities of homelessness.

## Recruitment & Retention

I attended the UBCM convention as Náćwa?mat Lelə́m Committee Chair and made a presentation on the human resource challenges AHMA members face. During the pandemic, we experienced a "grey tsunami" of retirements. Frontline jobs at emergency shelters became less desirable as complex clients became more volatile. Talented workers went elsewhere for more pay. As a result, we've had to get more creative in hiring to attract staff. For example:

- ▶ Changing job postings to emphasize an inclusive, considerate organizational culture to appeal to a younger demographic seeking this type of work environment
- ▶ Being willing to train young people with a high school education to achieve the right fit, rather than expecting human service worker certification to start

**Rosanna McGregor**  
Committee Chair  
(Cariboo Friendship Society)



**Roger Kishi**  
(Wachiay Friendship Centre Society)



**Luanne Ruotsalainen**  
(Dakelh & Quesnel Community Housing Society)



**Margaret Pfoh**  
Exofficio  
(AHMA CEO)



## Planning for AHMA Members, with AHMA Members

AHMA members had four fantastic days of sharing, planning, connecting and learning together with AHMA staff, during both the 2022 AGM and 2023 Spring Gathering. Collaborative strategic planning sessions at these events helped identify and clarify our combined priorities for the coming years. We look forward to reaching our goals together and increasing *For Indigenous, By Indigenous* self-determination.

# Meet the AHMA TEAM

**Toyuxsiim**, thank you, to our Board of Directors, Nóca?mat Lelám Committee members, and AHMA employees for the passion you bring to supporting AHMA members and urban Indigenous peoples in BC.



## Board of Directors

- Gary Wilson**  
President (Region 4)
- Blake Scott**  
Vice President (Region 5)
- Mike Daigle**  
Treasurer (Region 3)
- Maria Martin**  
Secretary (Region 2)
- Trevor Morrison**  
Director (Region 1)
- Chaslynn Gillanders**  
Director (Region 6)

## Executive Leadership Team

- Margaret Pfoh**, Chief Executive Officer (Gitga'at First Nation)
- Lloyd (Tag) Taghavi**, Chief Financial Officer
- Cliff Grant**, Director, Indigenous Strategic Relations (Haisla Nation)
- Celeste Hayward**, Director, Operations (Wet'suwet'en Nation)
- Nizar Laarif**, Director, Public Affairs
- David Silva**, Director, Asset Strategies

## Employee Team

- Atoine Archie**, Manager, Capital Projects (Canim Lake Band)
- Bonita Bai**, Portfolio Manager
- Stacey Bourque**, Revitalization Manager
- Lance Brommeland**, Technical Services Advisor
- Daana Magi**, Development Manager (Pikwakanagan First Nation)
- Lucy Byrne**, Portfolio Manager
- Patrick Caraher**, Portfolio Planning & Development Specialist (Métis Nation)
- Andrea Carter**, Manager, Training and Evaluation
- Deanna Daniel**, Project Coordinator (St'at'imc Nation)
- Colleen Demeester**, Portfolio Manager & Budget Analyst
- Sandra Eatmon**, Special Projects & Cultural Advisor (Métis Nation)
- Sharilyn Erickson**, Executive Assistant (Nak'azdli Whut'en)
- Mae Flanders**, Program Coordinator (Mamalilikulla First Nations)
- Terri Fortune**, Gender-Based Violence Policy Analyst (Haida Nation)
- Sara Fralin**, Manager, Engagement & Technical Support
- David Garcia**, Manager, Portfolio Planning & Development
- Cailan Gardner**, Health Policy Analyst (Stó:lō Nation)
- Sarah Hird**, Portfolio Manager
- Charles Kishi**, Financial Services
- Shayna Kuffert**, Communications Coordinator
- Shanille Lewis**, Office Coordinator (Squamish Nation)
- Stephanie Lowe**, Senior Housing Policy Analyst
- Connie Mah**, Project Coordinator
- Courtney Ellis MacDonald**, Office Coordinator
- Bontle (Bee) Mokose**, Portfolio Manager
- Kelly Moon**, Manager, Media & Communications
- Monica Ramon**, Portfolio Manager
- Jacki Skeet**, Revitalization Project Manager (Métis Nation)
- Bryan Sluggett**, Data & Evaluation Specialist
- Courtney Smith**, Revitalization Coordinator (Metis Nation)
- Janine Tallio**, Operations Coordinator (Nuxálk Nation)
- Carlo Vijandre**, Project Manager
- Bailey Waukey**, Youth Policy Analyst (Ojibwe-Mohawk)
- Jena Weber**, Policy Manager
- Judy Wesley**, Training and Capacity Specialist (Gitxsan Nation)
- Cindy Williams**, Financial Client Services
- Kaila Wong**, Housing Operations Manager (Cree-Sioux/Taishan)
- Karin Zylstra**, Capacity Building Specialist



## About AHMA

The Aboriginal Housing Management Association has over 25 years of expertise in advancing housing rights for Indigenous peoples. We are Canada's first Indigenous housing authority.

Our 54 members manage 95% of all Indigenous housing units located off-reserve in BC and represent one-third of all Indigenous housing providers in Canada.

AHMA administers funds for almost 10,000 Indigenous individuals and families living in urban, rural and northern parts of the province.

AHMA was created for Indigenous people, by Indigenous people. Together, we are taking back our inherent rights to self-determination.

# Social Return on Investment

For every \$1 invested in Indigenous housing annually the Social Return on Investment (SROI) is **\$7.40**

Total government savings from AHMA programs: **nearly \$46 million**

AHMA members' affordable housing means:

<b>5,438</b> Indigenous households pay 30% of income for housing	<b>5,000</b> Indigenous households have \$150 per month in discretionary income
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Without this support, about half would pay 30-49% of income & half would pay 50%

\$ invested in AHMA housing = 2.3 X ROI in offsetting revenue, savings and spinoff activity

AHMA members' emergency shelters, transitional housing and support programs:

Prevent an estimated 2,000 incidences of homelessness

Reduce pressure on first responders, healthcare providers, and the justice system

Without this support, more than 1,000 people would return to being homeless in BC

## REVENUES

BC Housing grants	\$52,049,266
Other grants	\$2,424,140
Interest	\$654,132
CMHC (Indigenous Youth Internship)	\$188,298
Tenant rents	\$145,686
Administration revenue	\$8,110
Transfer (to) from deferred revenue	\$3,505,667

**\$58,975,299** TOTAL

## EXPENSES

Advertising	\$8,942
Amortization of tangible capital interests	\$116,829
Bank charges and interest	\$2,037
Conferences and gatherings	\$575,586
Contracted services	\$546,220
Insurance	\$94,315
IT Consultants	\$286,136
Office	\$203,678
Professional development	\$17,282
Professional fees	\$418,218
Professional fees subsidy	\$210,103
Property taxes	\$20,814
Public relations	\$167,915
Rapid Housing Initiative Projects	-
Rent	\$296,262
Repairs and maintenance	\$48,140
Salaries and benefits	\$4,406,056
Site distributions	-
Staff travel	\$336,650
Subsidy payments	\$51,935,190
Telephone	\$42,227
Training	\$233,549
Utilities	\$22,446

**\$59,988,645** TOTAL

**(\$1,013, 346)**  
TOTAL EXCESS (DEFICIENCY) OF  
REVENUES OVER EXPENDITURES

# AHMA FINANCIAL REPORT

Year ended March 31, 2023

## SUMMARY OF FINANCIAL STATEMENTS

	2023	2022
<b>ASSETS</b>		
Cash	\$11,882,002	\$18,953,952
Capital Assets	\$1,983,854	\$2,031,698
Other	\$3,463,783	\$728,045
	<b>\$17,329,639</b>	<b>\$21,713,695</b>
<b>LIABILITIES</b>		
	\$14,361,508	\$17,732,218
<b>NET ASSETS</b>		
Operating	\$984,277	\$1,949,779
Capital Assets	\$1,983,854	\$2,031,698
	<b>\$2,968,131</b>	<b>\$3,981,477</b>
<b>CHANGES IN CASH</b>		
From operating activities	(\$896,517)	(\$1,076,481)
Changes in non-cash working capital account	(\$6,106,448)	\$3,483,420
Cash from financing and investing activities	(\$68,985)	\$604,833
<b>Net increase in cash</b>	<b>(\$7,071,950)</b>	<b>\$3,011,772</b>

AHMA's audited financial statements are available on request.



*“We see many opportunities to embed reconciliACTION in housing. It is time to move beyond land acknowledgements and towards greater collaborative action.”*

AHMA CEO Margaret Pfoh



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