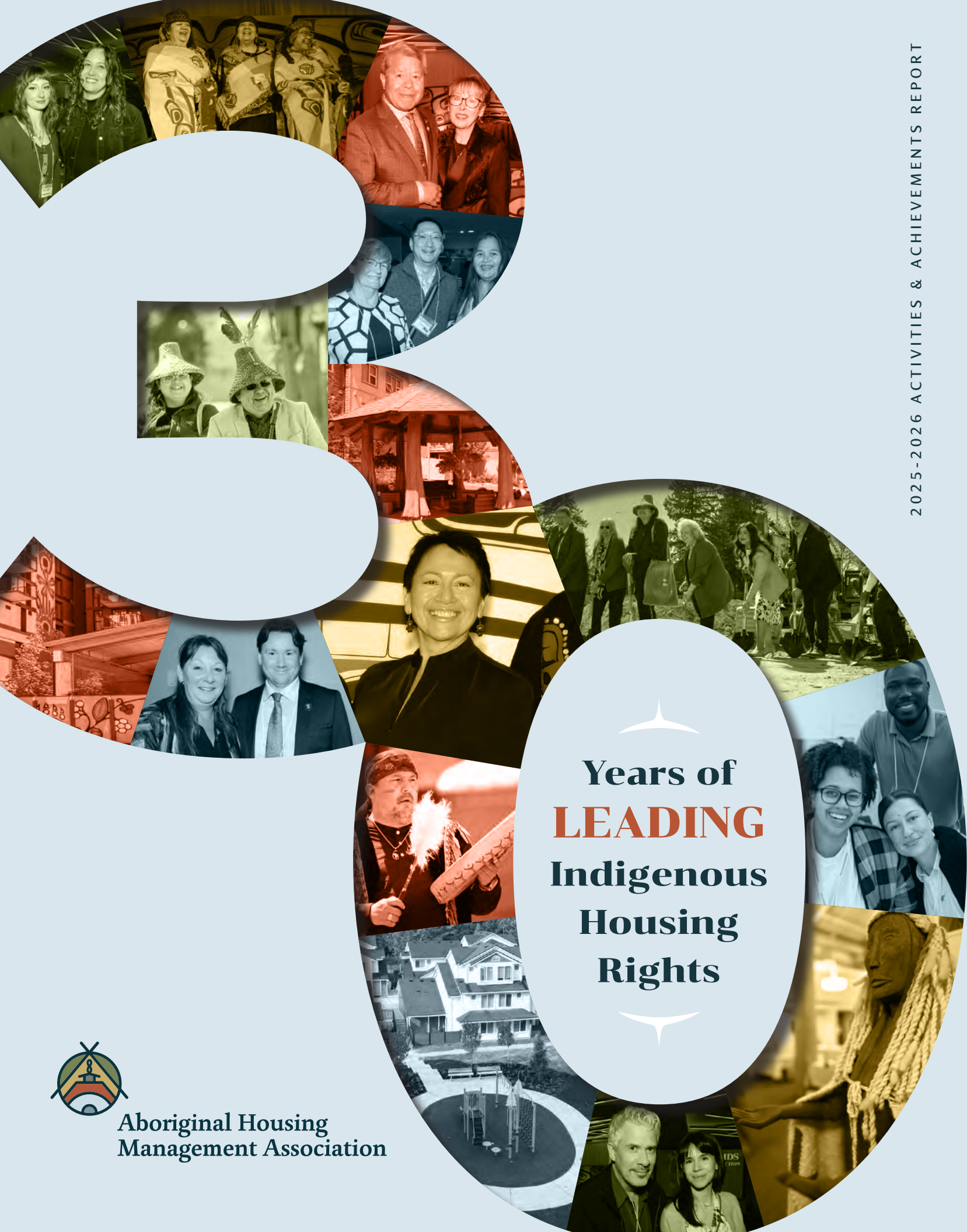


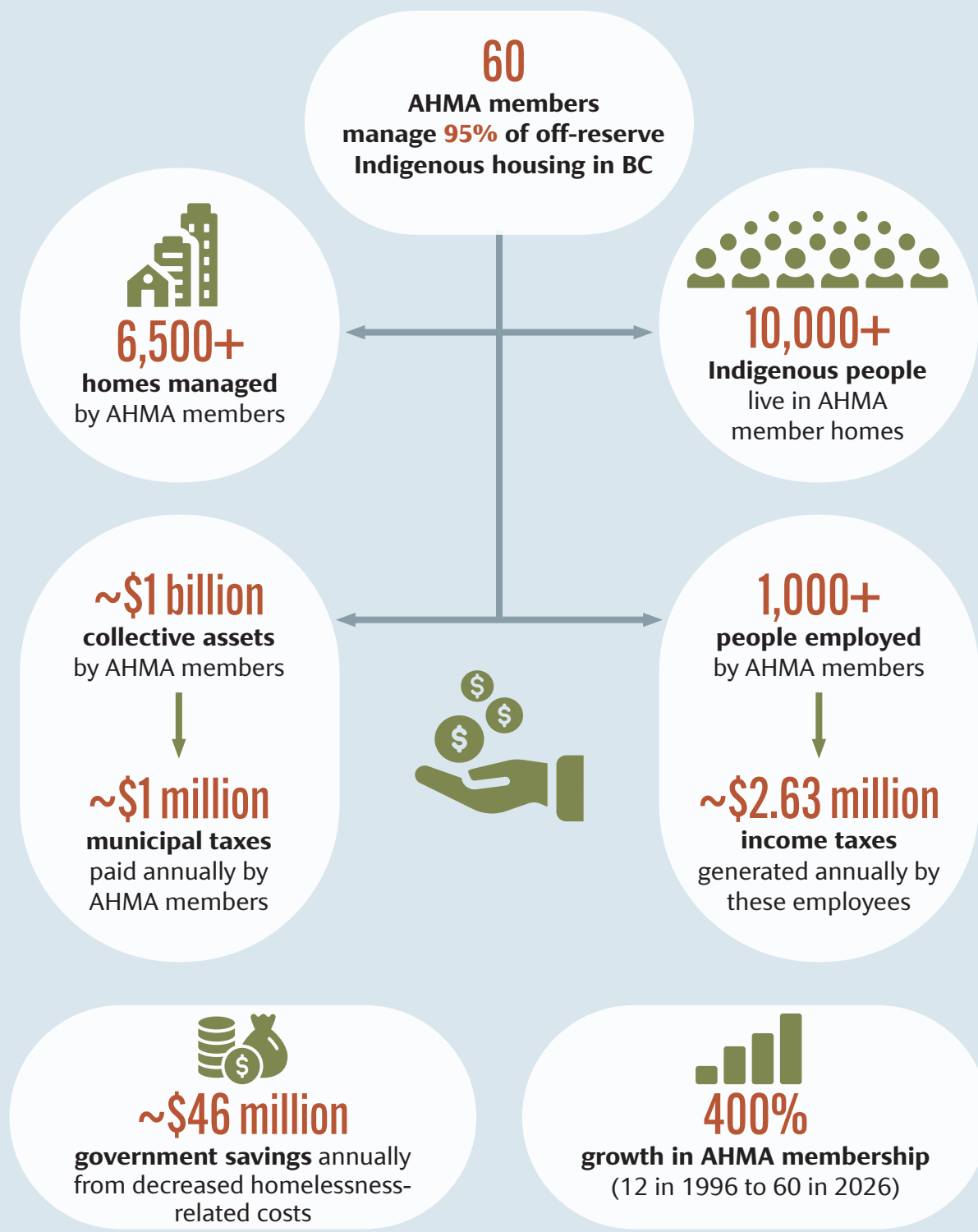


2025-2026 ACTIVITIES & ACHIEVEMENTS REPORT

Years of
LEADING
Indigenous
Housing
Rights

AHMA and our members support Indigenous people living primarily off reserve, who require affordable housing in urban, rural and northern areas of BC. Our 60 members manage most off-reserve Indigenous housing in the province; we have two members delivering on-reserve housing. AHMA is Canada's first *For Indigenous, By Indigenous* housing authority.

OUR 30-YEAR IMPACT



Source: BC Urban, Rural, and Northern Indigenous Housing Strategy, AHMA (2024 Update)

AHMA's Journey of Indigenous Housing Advocacy, Support and Innovation

1996

- Federal government stops building new urban native housing; **devolves social housing** to provinces
- **AHMA is created by Urban Indigenous housing societies to lobby for affordable housing**



2007

- BC Housing consults AHMA on **allocating Aboriginal Housing Initiative** funds for 292 affordable, off-reserve housing units



2012

- AHMA and BC Housing sign **first Aboriginal Social Housing Management Agreement** in Canada
- **All provincial Indigenous housing programs transferred to AHMA and members**



- AHMA hosts **World Indigenous Housing Conference** with participants from Australia, Canada, New Zealand and United States



2010

- AHMA researches **roots of Indigenous homelessness**
- Review of **Rural Native Housing** portfolio condition



2018

- AHMA establishes independent Board of Directors, expands corporate membership, creates **Nácaʔmat Leləh Committee**
- **BC government and AHMA announce \$231M Indigenous Housing Fund**



2015-17

- **Lu'ma Native Housing Society first member to open onsite medical centre**
- **New capital planning and portfolio maintenance** services for members
- **New AHMA partners:** Canadian Housing and Renewal Association (CHRA) and BC Non-Profit Housing Association (BCNPHA)



2020

- **AHMA approves \$1.8M emergency COVID-19 response fund**



- New research partnership with **University of BC Housing Assessment Research Tools (HART)** team



2019

- AHMA partners in **Housing Central, largest affordable housing conference in Canada**, with BCNPHA and Co-operative Housing Federation of BC (CHF BC)
- New **Energy Sustainability Service**
- New **Indigenous Social Housing Management Agreement** boosts members' budgets



2022

- **BC's first Urban, Rural and Northern Indigenous Housing Strategy**
- New **cultural safety framework and training** for non-Indigenous providers
- **AHMA publishes BC Indigenous Homelessness Strategy**, developed with 18 other organizations



2021

- **New model of complex care housing**—trauma-informed, culturally safe, wraparound support
- **New Indigenous Youth Internship Program** with Canada Mortgage and Housing Corporation (CMHC)
- **Partnership with Vancity** funds asset management support for members
- **BC Hydro and FortisBC co-fund four positions** at AHMA
- **High performance building science program for Indigenous youth**



2024

- **\$12.8M from CMHC** for urban Indigenous capital renewals
- **New partnerships** with First Nations Health Authority (FNHA), Connective Support Society, Community Living BC
- **BC Rental Protection Fund model scaled up to national level** with new \$1.5 billion Canada RPF
- **Ministry of Housing \$29.3M grant used for member capital improvements**



INDIGENOUS HOUSING FUND
DOUBLES TO
\$500 MILLION
UNDER AHMA'S GUIDANCE



2023

- AHMA co-founds **National Indigenous Collaborative Housing Inc.**
- AHMA, BCNPHA and CHF BC create **new provincial Rental Protection Fund** with \$500M from BC government
- AHMA serves as secretariat for **Indigenous Advisory House on Homelessness**

2025

- **AHMA mentors five Indigenous youth to develop Indigenous Youth Housing Strategy**
- Launch of **Gender-Based Violence Housing Strategy**
- BC Real Estate Foundation, BC Retrofit Accelerator and TED Foundation funding for **energy and capital upgrades**
- Creation of **Point-in-Time (PiT) data dashboard** of homeless counts across BC
- Partnership with **BC Association of Aboriginal Friendship Centres** to increase housing and support access



2026

- AHMA develops **relationship with Build Canada Homes' leadership**
- AHMA resolution to create an **Indigenous-led, cross-sector housing alliance** gets vote at Union of BC Municipalities
- AHMA **partners with Métis Nation BC**
- **Lodge Teachings: Indigenous Relational Governance Model** adopted
- New **Indigenous-led Housing Needs Assessment Tool** data dashboard
- **AHMA attends UN Permanent Forum on Indigenous Issues for first time**



- **AHMA wins BC Reconciliation Award**



OUR MISSION

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

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

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At AHMA, we honour Elders past, present and future from all nations and traditional territories.



30th ANNIVERSARY CELEBRATION

Strengthening Relationships with Members



AHMA hosted a spectacular 30th anniversary celebration on April 29, 2026, to honour our work, past and present: 30 years, 60 members and we're still growing!

The event was made possible through generous sponsors – thank you! The day included culturally grounded, connective activities with AHMA members in the afternoon, and a sold-out evening celebration featuring cultural performances, sacred medicines, a delicious feast, keynote speaker, traditional honouring ceremony, and silent auction that raised \$20,000 for Indigenous youth programming.



from our President and
our Chief Executive Officer

AHMA celebrated 30 years of collaboration with our membership in 2026—three decades of community-led action to advance housing justice, uphold Indigenous rights, and strengthen pathways to safety, belonging and wellness. In a difficult economic climate, we met funding pressures with principled advocacy. We joined with like-minded agencies to amplify community voices and collective power. And we were deeply honoured to receive a BC Reconciliation Award.

Reflecting On Our 30-Year Journey

AHMA's For Indigenous, By Indigenous (FIBI) model is well regarded across the country and rooted in Indigenous ways of knowing, community accountability and self-determination. With 30 years of leadership—some members have 50-plus years—we bring a critical mass of expertise to supporting urban Indigenous peoples and challenging systems that create housing inequity.

We've achieved greater financial independence. AHMA started out 100% dependent on government support; now, 20% of AHMA's funding comes from partners investing in our mutual success.

We have built provincial, national and international alliances and receive many requests to share our knowledge in urban Indigenous housing, complex care, cultural safety, clean energy, emergency resilience, at policy tables, conferences, workshops and panel discussions.

We've seen impressive growth in AHMA membership, in the numbers of urban Indigenous people our members serve, in the scope of services members deliver, and in our staffing capacity to support members. We look forward to walking alongside our members in the next 30 years, grounded in a shared responsibility to ensure every Indigenous person has a safe, affordable, dignified place to call home.

"We're laying a powerful foundation for the next generation of voices."

M. Pfoh



Margaret Pfoh Chief Executive Officer



Advocating for Affordable Housing

The 2026 BC Budget was a shift away from affordable housing as a policy priority after years of investment, with little reference to Indigenous needs. Reducing community housing by 2,000 units a year, deferring projects pre-developed and approved for the Community and Indigenous Housing Funds, and eliminating complex care housing in Victoria undermine housing justice and place greater pressure on Indigenous-led providers, who are responding to homelessness, poverty, trauma and displacement in communities across BC.

On the ground, deferrals mean 24 of our members' shovel-ready projects are not going ahead, despite significant investments in these development proposals. As a result, some providers do not have enough money to cover their costs and are left scrambling to remain operational. Developers are laying off employees. Most importantly, Indigenous people who need culturally safe, affordable homes will wait while the housing crisis deepens.

We decided to seek municipal support in advocating for urban Indigenous housing. AHMA members provide much needed housing and social service supports within municipalities. Working with local governments to champion urban Indigenous housing strengthens our alliance.

AHMA proposed a resolution for municipalities to put forward for a vote at the 2026 Union of BC Municipalities (UBCM) convention. Our goal is to establish an Indigenous-led, cross-sector housing alliance so housing policy is shaped with the people most affected, before decisions are made. Now, the Federation of Canadian Municipalities wants to scale a similar resolution at the federal level.

In addition, promised federal funding of \$2.8 billion for urban Indigenous housing was cancelled, and replaced with \$1.5 billion under Build Canada Homes. AHMA is working with CEO Ana Bailão to partner on an allocation for urban Indigenous housing in BC.

Urban Native Housing mortgages expire in 2028, along with subsidies that make the housing affordable, putting residents at risk of becoming homeless when rents go up. AHMA has developed a proposal for government to keep the portfolio sustainable, in consultation with members.

"Safe, affordable housing is central to addressing social justice issues."

G. Wilson



Gary Wilson President, Board of Directors

Powerful Partnering

AHMA is the leading voice for urban Indigenous housing in BC. We're creating synergies in new partnerships with the:

BC Association of Aboriginal Friendship Centres (BCAAFC) to amplify Indigenous voices, improve housing outcomes, and support holistic wellness for Indigenous people. BCAAFC represents 25 Indigenous-led friendship centres in BC, providing one million-plus client interactions each year.



BC Association of Aboriginal Friendship Centres | BCAAFC

Métis Nation BC (MNBC) to advance housing and wellness for Métis people. MNBC promotes Métis rights, recognition and priorities. We will collaborate, share information and coordinate advocacy on Métis housing solutions.



Community Living BC (CLBC) to develop training for members and facilitate partnerships between members and CLBC to access services for adults with diverse abilities.



COMMUNITY LIVING BRITISH COLUMBIA

BC Real Estate Association (BCREA) to lobby the provincial government for a Permanent Provincial Housing Policy Roundtable. Our goal is to ensure housing policy is developed through meaningful consultation with stakeholders.



BCrea British Columbia Real Estate Association

AHMA Board Transitions



We would like to thank retiring director **Mike Daigle** for his seven years of volunteer service on AHMA's Board



We also want to welcome director at large, **Michelle Miller**, who was elected at last year's Annual General Meeting





Receiving Reconciliation Award

Housing is often discussed as a social issue, but housing is also an economic strategy, a public wellness strategy, a justice strategy, and a reconciliation strategy. AHMA has provided a foundation for urban Indigenous housing in BC for three decades, by supporting members with Indigenous-led governance, asset management, financing, training and policy development, while insisting housing be understood as a human right and pathway to community strength.

Everyone receiving an award spoke of the fight we all go through simply to attain equity and justice. This BC Reconciliation Award reflects AHMA's work with members to claim our human right to housing and affirm Indigenous-led housing as essential infrastructure for healing, safety, cultural and collective well-being.

Reconciliation is about truth-telling and action, especially among those who have something to reconcile for. As governments at all levels work to strengthen economic resilience, Indigenous housing must be central to planning for equity and justice. Indigenous organizations must be recognized as community leaders and partners. AHMA can help.

Inspiring Coming Generations

Our Board of Directors will focus on succession planning in the coming year, as Mike Daigle retires this year and Vice President Blake Scott and President Gary Wilson retire next year.

We will, of course, advocate for funding to give members adequate resources. We will also think outside the circle, rather than outside the box, bringing an Indigenous lens to explore innovative options in this tight fiscal environment. We are considering options like generating self-source revenues through social enterprise, leveraging assets, and expanding private partnerships. At the same time, we will focus on community needs and Indigenous self-determination, so innovation ensures affordability and cultural safety. Creative solutions are crucial to continue supporting our communities the way we have for 30 years.

AHMA and our members are laying a powerful foundation for coming generations, so emerging Indigenous youth leaders have the knowledge, confidence and community support to thrive.

We raise our hands to longstanding AHMA members and welcome new members. In this time of socioeconomic uncertainty, we are stronger facing challenges together with a united voice—guided by justice, grounded in culture, and accountable to the communities we serve.

Setting NEW Strategies 2027-2030 STRATEGIC PLAN

AHMA consulted members on priorities for the next three years and will vote on ratifying the 2027-2030 AHMA Strategic Plan at our Annual General Meeting in September 2026.

New Strategic Plan Highlights

1 Advocacy, Funding & Reconciliation

GOAL: Enhance relationships with Indigenous leadership and government to advocate for the funding, policy change and support required to appropriately address housing needs of urban Indigenous people in BC. AHMA builds good relations and represents member voices in pursuit of equity, justice and reconciliation.

2 Housing Pathways & Planning

GOAL: Strengthen integrated planning, assessments, development and project delivery to steward resilient, culturally grounded housing portfolios that support the well-being of Indigenous peoples living off reserve in BC.

3 Diverse Solutions & Member Support in Health, Culture, Training & Capacity

GOAL: Strengthen Indigenous-led housing services, data systems and member capacity across the housing continuum through integrated supports, training, partnerships, and evidence that advances safe, stable, culturally grounded housing and holistic wellness.

4 AHMA'S Organizational Sustainability

GOAL: Build strong governance, coordinated internal systems, and long-term organizational resilience rooted in Indigenous culture and community values to sustain AHMA's role in service to members, so we can walk side by side and grow together.

Chet kw'enmantumiyap *In Squamish: "We are thankful to you all"*

Achieving Our Strategic Goals

“In the final year of AHMA’s current strategic plan, we reflect on our achievements with members and set our sights on the future for coming generations.”

AHMA Director of Public Affairs Nizar Laarif

Carved art on door at Emily Carr University

Advocacy, Funding & Reconciliation

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

Advocacy & Engagement

UN Permanent Forum on Indigenous Issues

“We attended the United Nations Permanent Forum on Indigenous Issues on behalf of AHMA for the first time this year,” says Nizar Laarif, AHMA Director, Public Affairs, who went to the gathering with AHMA Executive Assistant Sharilyn Erikson and BCAAFC General Manager Julie Robertson. Annette Morgan, Executive Director, Dze L K’ant Friendship Centre Society, also attended.

“Aluki Kotierk is the current Forum Chair—she previously served in the Government of Nunavut—and is familiar with the scope of AHMA’s work. And former Governor General Mary Simon spoke on the opening day about Canada’s commitment to the UN Declaration on the Rights of Indigenous Peoples.

“This year’s theme—Ensuring Indigenous Peoples’ health, including in the context of conflict—reflected the reality of too many Indigenous populations around the world, who face violence, persecution and environmental destruction. In such circumstances, adequate housing is not yet the priority it represents for Indigenous peoples in Canada.”

AHMA-BCAAFC Presentation



Participants can register to speak briefly at the forum. Julie Robertson spoke on behalf of AHMA and BCAAFC. Here are a few highlights:

“In Canada, Indigenous people are vastly overrepresented in experiences of housing precarity ... AHMA members support those who would otherwise not have access to a safe, affordable home.

In Canada, 82% of Indigenous people live off reserve, yet federal housing funds do not extend beyond on-reserve programs. AHMA exists to address this lack of funding.

When housing policies and programs are managed in partnership between governmental and Indigenous organizations, they more accurately reflect and address the practical needs of the population. Reconciliation requires support of For Indigenous, By Indigenous approaches.

We are asking Canada to release long awaited funding, meaningfully implement the right to housing, work with provincial counterparts, prioritize Indigenous people, and utilize the expertise of Indigenous organizations with the knowledge to get the job done.”

AHMA Advocacy Outreach

200+
Events, presentations
and advocacy meetings

55+
Online releases

20+
Online success stories

10+
Publications and articles

10+
Letters to government

10+
Podcasts, media
conferences and
interviews

April 1, 2025 – June 21, 2026

Urban Indigenous Housing Events

National Friendship Centres Summit

AHMA CEO Margaret Pfoh and Bailey Waukey, AHMA Strategic Advisor, Youth Engagement & First Nations Relations, shared information about AHMA's role at the 2025 National Association of Friendship Centres Summit in Ottawa. They explained AHMA:

- ▶ Serves Indigenous people living off reserve in urban locations across BC
- ▶ Complements distinctions-based funding streams for First Nations, Métis and Inuit
- ▶ Advocates for an additional, separate stream of funds for urban Indigenous people
- ▶ Leads the advance of housing rights for Indigenous people in BC, in collaboration with our members
- ▶ Established a partnership with the BC Association of Aboriginal Friendship Centres in 2025
- ▶ Has 17 friendship centres as AHMA members offering housing in BC

CHRA Indigenous Innovation Forum

Kelly Moon, AHMA Communications & Justice Strategies Leader, and Matthew Morin, AHMA Communications Coordinator, presented at the Indigenous Youth Housing Lecture Series, part of the 2026 CHRA Indigenous Innovation Forum, where they shared:

- ▶ Indigenous-led solutions for youth housing from AHMA's Indigenous Youth Housing Strategy—highlighting the supportive housing models, culturally grounded services, and pathways to enable Indigenous youth to attain long-term housing stability
- ▶ AHMA's approach to youth engagement and the call to action for government funding to support youth-led housing development outlined in the strategy

In addition, Kelly was welcomed onto the CHRA Board as Vice President and Regional Director for BC. Congratulations!

IYHS Presentation

We presented our IYHS framework for engaging young Indigenous people and *For Indigenous Youth, By Indigenous Youth* housing models at three additional forums:

- ▶ First Nations Housing Community's webinar series, a platform designed to share insights on overcoming housing shortages, social and environmental issues
- ▶ BCNPHA's Regional Educational Networking and Tradeshow event in Victoria
- ▶ On the Way Home podcast featuring Bailey Waukey discussing IYHS and reconciliation

Starting with the Land

Non-profit housing provider Central City Foundation (CCF) invited AHMA to participate in an Indigenous-led, collaborative planning process—*Starting with the Land: An Indigenous-Led Approach to Housing and Community Development in Vancouver's Downtown Eastside*.

"We discussed what an Indigenous-led vision for housing, health and cultural programs could look like in the DTES," says Dave Garcia, AHMA Manager, Portfolio Planning & Development, "by integrating Indigenous knowledge in development and fostering deeper connections to land and culture."

Affordable Housing Advocacy

2025 Housing Central

AHMA co-hosted the 2025 Housing Central conference with the BC Non-Profit Housing Association and Co-operative Housing Federation of BC:

- ▶ Asset Strategies employees led two sessions on Deep Energy Retrofits and Sustainability and Resilience 101
- ▶ Operations employees hosted the Grandmothers Kitchen, a welcoming space of cultural sharing and connection that has become a favourite feature of Housing Central
- ▶ AHMA also led sessions sharing information on the:
 - ◆ Indigenous Youth Housing Strategy
 - ◆ Gender-Based Violence Housing Strategy and Women-centred Housing Practices
 - ◆ Moving Forward: Canada's National Housing Strategy Act, which recognizes adequate housing as a human right



Drummers welcome people to the 2025 Housing Central conference

2026 Connective Leadership Gathering

"This year, the gathering—*Building Housing Solutions for People Facing Complex Needs*—was focused on housing's role across multisectoral issues affecting public safety," says AHMA CEO Margaret Pfoh. "We heard from people with lived experience and leaders from the justice, health, housing and social sectors. We discussed actionable solutions to address longstanding gaps and improve outcomes for people we serve."

"Dr. Daniel Vigo presented at the event. Premier David Eby appointed him to assess the rise in homelessness and provide evidence-based recommendations on improving care for people with mental illness, acquired brain injury, and exposure to toxic drugs. A week later, the premier cut funding for housing that could mitigate public safety concerns, in the February budget announcement."

Terrace Housing for All

AHMA CEO Margaret Pfoh gave the keynote address at the 2026 Terrace Housing for All conference. She shared AHMA's leadership role in urban Indigenous housing and explained:

Indigenous people are 13 times more likely than non-Indigenous people to experience homelessness

Indigenous homelessness is not an individual issue: it is structural, policy-driven and intergenerational

Figures reflect systemic failures from the impacts of colonialism, residential schools, racism and displacement

Culturally safe, affordable housing is a human right and key to health and wellness, self-determination and reconciliation

Indigenous-led housing approaches lead to vibrant communities and the best outcomes

UBC Balanced Supply of Housing

Kaila Wong, AHMA Director of Operations, took part in two panel discussions exploring affordable housing policy at this UBC workshop:

- ▶ Indigenous Housing Perspectives (Sara Fontaine, AHMA Indigenous Youth Steering Committee member, also participated)
- ▶ Housing Policy in BC and Beyond
"We emphasized the importance of bringing a *For Indigenous, By Indigenous* model to Indigenous housing policy and development," says Kaila. "Decolonization starts with Indigenous leadership throughout these processes, not just the consultation phase."

Engaging with participants at the CHRA Indigenous Innovation Forum



Government Relations

Build Canada Homes Advocacy

“In 2025, the new federal crown corporation, Build Canada Homes, took over the development side of housing from CMHC,” explains Nizar Laarif, AHMA Director of Public Affairs. “We reached out to share AHMA’s role as the urban Indigenous housing authority in BC and our members’ expertise in delivering housing and services for urban Indigenous people.

“We now meet regularly with Build Canada Homes leaders to advocate for working alongside AHMA in BC, advancing Indigenous shovel-ready projects, and embedding Indigenous governance principles in funding policy.”

AHMA also made recommendations in our Build Canada Homes Feedback Submission. We urged the Minister of Housing, Infrastructure and Communities Canada to establish dedicated urban Indigenous funding streams and ensure Indigenous partners are equal decision makers and beneficiaries in this initiative.

State of Cities Summit

AHMA CEO Margaret Pfoh participated in a panel discussion at the Canadian Urban Institute’s 2025 State of Cities Summit. She also had the opportunity to discuss AHMA’s role with Build Canada Homes CEO Ana Bailão at the event.

Dr. Carolyn Witzman, Senior Housing Researcher, University of Toronto’s School of Cities, hosted the panel and shared some shocking facts:



L-R: Carolyn Whitzman, Senior Housing Researcher, U of T; Tsering Yganki, Executive Vice President, Real Estate Finance and Development, Dream Unlimited Corp.; Brandon Searle, Director of Innovation and Operations, University of New Brunswick Off-site Construction Research Centre; Margaret Pfoh, AHMA CEO; Stephanie Shewuck, Director of Housing Policy, RBC Thought Leadership; Deanna Grinnell, Executive Vice President, Real Estate, Canada Lands Corporation

There is **no** city in Canada where lower-income people can afford a **one-bedroom rental**

There is **no** city in Canada where middle-income people can afford to **buy a home**

Homelessness has increased 25% over the last two years

As Margaret pointed out, “Most cities are feeling the pressure of rising homelessness. Indigenous people living in urban centres away from traditional communities should not experience homelessness on our own homeland. Yet more than half of homeless people in cities are Indigenous, despite being only 7% of the population.

“The best way to address homelessness and overcome cycles of intergenerational trauma and poverty created by colonialism is adequate, equitable support for both on-reserve and off-reserve housing.

“AHMA and our members are leaders in *For Indigenous, By Indigenous* off-reserve housing. We have three strategies to produce urban Indigenous housing at the speed, scale and scope required.”

- 1) Support Indigenous housing and service providers who are frontline experts across the country, with shovel-ready projects waiting to be built.
- 2) Release promised urban Indigenous housing funding to the National Indigenous Collaborative Housing Inc. (NICHl) to achieve the fastest delivery.
- 3) Fund solutions to house Indigenous women and youth, who are the most vulnerable to violence if forced into homelessness due to housing precarity.

Engaging Municipal Champions

“Last fall, we decided to seek municipal support in advocating for urban Indigenous housing,” says AHMA CEO Margaret Pfoh. “AHMA proposed a resolution for municipalities to put forward for a vote at the 2026 Union of BC Municipalities convention.

“We presented our resolution to 12 supportive municipalities and four carried it forward to their regional government meetings. Our municipal outreach worked: the resolution will be up for a vote at UBCM in 2026.”

UBCM Resolution

AHMA asked UBCM to vote on a resolution that:

- Calls on the provincial government to establish an **Indigenous-led, Cross Sector Housing Alliance** with senior representatives from the health, justice, social services and housing sectors, including equitable urban, rural and northern Indigenous representation
- Empowers the alliance to develop a provincial framework recognizing safe, adequate housing as essential infrastructure, and coordinate sector-wide adoption and public endorsement of this position

“We know municipalities experience homelessness and encampments,” adds Margaret. “We’re concerned about the impact if Indigenous housing and service providers can no longer remain operational.

“AHMA members are on the frontline of keeping people housed and healthy in local communities but are doing so without adequate funding. While costs have been rising 15-25% year over year, our members have not had base budget increases of more than 2% in the past five years. Some are thinking of selling assets because they can’t afford to pay bills, support residents, or pay experienced staff to support complex needs.

“If our members don’t have adequate funding to sustain affordable housing operations, more people will become homeless. Municipal collaboration will help reduce long-term costs for government, support healthier communities, and improve quality of life for urban Indigenous people struggling with poverty and housing precarity.”

While costs have been rising 15-25% year over year, our members have not had base budget increases of more than 2% in the past five years. Some are thinking of selling assets because they can’t afford to pay bills, support residents, or pay experienced staff to support complex needs.

Provincial Housing Policy Roundtable

In September 2025, AHMA CEO Margaret Pfoh joined the BC Real Estate Association in a media conference urging the provincial government to establish a Permanent Provincial Housing Policy Roundtable. UBCM also passed a resolution calling for the roundtable to be established at their 2025 annual convention.

The roundtable would bring representatives from local governments, Indigenous housing organizations, market and non-market housing sectors, academic experts, and provincial and federal housing ministries together to:

- Collaborate on addressing housing challenges in BC
- Develop evidence-based policies that reflect community needs across the province

Such an approach would lead to better outcomes and stronger alignment between all levels of government and housing stakeholders.

Building Provincial Relationships

Ministry of Indigenous Relations and Reconciliation

AHMA has long advocated for a seat at the table to have our members’ urban Indigenous voices heard. Starting in September 2025, AHMA and the BC Association of Aboriginal Friendship Centres were finally invited to join regular design charette meetings MIRR convenes to gather urban Indigenous input. We continue to advocate for dedicated urban Indigenous funding mechanisms and *For Indigenous, By Indigenous* decision-making power. An Urban Indigenous Gathering is planned for October 2026.

Minister of Children and Family Development

We met with MCFD Minister Jodie Wickens to share details of AHMA’s *Indigenous Youth Housing Strategy* and complex care housing program, in February 2026. We continue to work directly with the Ministry of Health on complex care. We are advocating MCFD also support these initiatives to strengthen wraparound supports for youth and vulnerable urban Indigenous people.



Member Communication, Engagement & Empowerment

Empowering Members

AHMA's actions to elevate our members' voices with different levels of government included:

- ▶ Creating a government outreach package with key messages and templates for members to use in self-advocacy efforts
- ▶ Offering four customized training sessions for members on government relations and outreach
- ▶ Producing social media messaging and extensive media relations following the 2026 Community and Indigenous Housing Funds project deferrals
- ▶ Posting online success stories in 2025, celebrating member achievements in supporting urban Indigenous people across BC (link via QR)

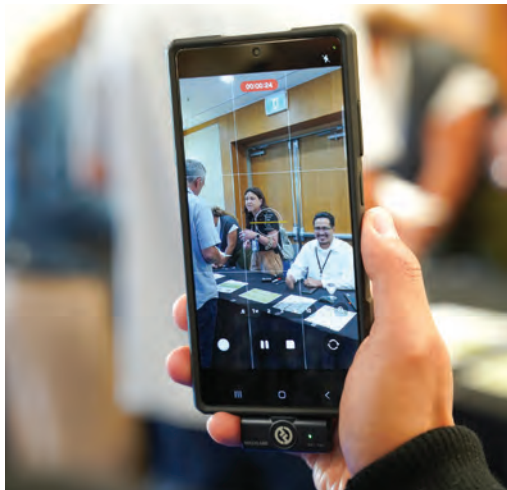
See success stories here:



Members Support IYHS at AGM

"We launched AHMA's *Indigenous Youth Housing Strategy* at the 2025 Annual General Meeting," says Bailey Waukey, AHMA Strategic Advisor, Youth Engagement & First Nations Relations. "I was pleasantly surprised with our members' enthusiasm about the youth strategy, which was overwhelmingly approved. And I was happy some of our youth steering committee members could be at the launch as well to witness people's enthusiasm—it's a good sign for youth support across BC. The strategy is a practical guide on how to engage youth and a framework for what they want in their housing."

AHMA continues to advocate for funding to develop two pilots in the next phase of the strategy to bring these youth-led approaches to life and offer supportive, affordable homes and programming for youth.



Scenes from our 2025 AGM



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 Substance Use and Mental Health Support

AHMA Running Vernon Complex Care

"AHMA recently took over the complex care project in Vernon," says Stacey Bourque, AHMA Revitalization Manager. "We're now managing the 24-hour clinical care program for the Indigenous women living there."

"Before moving in, all 10 women had been homeless, sleeping rough for 10 to 12 years, and developed serious mental health issues during that time. Now, everyone is supported by medical and psychiatric physicians, on opioid agonist therapy, and all physical issues are stabilized. Seven women were certified on extended leave under the *Mental Health Act* when they moved in; now just three are and the other four have reached voluntary compliance. We've had no discharges and no overdose deaths—none at any complex care facility, in fact—and no one on extended leave at other sites."

"Everyone is engaging in cultural activities and equine therapy, so we're making progress helping the women settle into a new way of living."

"Vernon Native Housing Society staff worked hard to bring this project to fruition and care deeply about the tenants' well-being. But VNHS found the complexity of care needs strained their capacity."

"We'll look for another member to operate this site and facilitate the transition when that happens. In the meantime, we have a fully staffed clinical team onsite, with support from our provincial clinical supervisor."

"We know this model makes a difference—we've already seen three women transition out of complex care in Surrey to independent housing with their infants. We need more of these sites to help Indigenous people overcome struggles with homelessness, mental health and substance use."

"Every Indigenous person should have a place to call home: safe, affordable housing is the foundation for health, stability, and the ability to move forward in life."

Kelly Moon, Communications & Justice Strategies Leader



Support for Priority Populations

Supporting Diverse Abilities

We're collaborating with Community Living BC to help AHMA members access support for adults with developmental disabilities, autism spectrum disorder, or fetal alcohol spectrum disorder.

"In the first phase, we examined how accessible supports for Indigenous people with diverse abilities are," says Karin Zylstra, AHMA Capacity Building Specialist & Diverse Abilities Project Lead. "During that process, we heard members were experiencing barriers connecting with CLBC. Now our goal is to facilitate members' ability to connect with CLBC in easy, culturally safe ways.

"In this phase, we'll consult members with CLBC clients, people with lived experience, staff, boards, Elders and knowledge keepers to find out what training would be helpful."

AHMA and CLBC will use this input to develop video resources and online training to:

- ▶ Guide people with diverse needs and their families on transitioning to CLBC services
- ▶ Integrate Indigenous terminology and cultural understanding on diverse abilities
- ▶ Share an Indigenous housing model for people with diverse abilities for members to access anytime

AHMA will also host webinars for members in the coming year on partnership options to access CLBC services.



Supporting Survivors

We co-developed a new gender-based violence response training program and best practice guide to help staff in shelters and transition housing respond to the needs of Indigenous women fleeing violence, including those experiencing brain injury. The course:

- ▶ Strengthens frontline workers' ability to recognize and respond to gender-based violence
- ▶ Builds understanding of the impacts of colonization
- ▶ Supports more culturally safe, trauma-informed, survivor-centred approaches

AHMA partnered with the BC Society of Transition Houses, SOAR BC – Supporting Survivors of Abuse and Brain Injury through Research, and Homelessness Services Association of BC.

"Our engagement with members and partners enabled us to bring an Indigenous lens to the project," adds Terri. "We developed these tools and best practices with survivors, frontline staff and Indigenous partners. The resources reflect real experiences and can be adapted across different housing settings."

BC Housing funded this project, through the *Canada-British Columbia bilateral agreement on gender-based violence*.

This project also informed AHMA's *Submission to the Standing Committee on the Status of Women: The Role and Capacity of Shelters and Transitional Housing*. Insights from member engagement—particularly around systemic barriers, cultural safety, and the intersection of gender-based violence and brain injury—helped shape our recommendations on strengthening supports, improving service capacity, and ensuring responses are grounded in Indigenous realities.



Indigenous Gender-Based Violence Housing Strategy

Indigenous women, girls and 2SLGBTQQIA+ people are overrepresented among victims of violence in Canada:

- ▶ Indigenous women are 12 times more likely to be murdered or go missing
- ▶ 46% of Indigenous women have experienced sexual assault
- ▶ 86% of Indigenous 2SLGBTQQIA+ people have experienced intimate partner violence

AHMA's new *Gender-Based Violence Housing Strategy* aims to change the risk of housing precarity for survivors, because housing is key to safety. Our strategy provides a framework for culturally safe housing and supports for Indigenous women, girls and gender-diverse people.

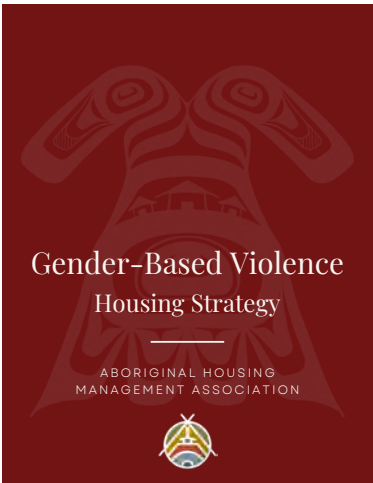
We identified four priorities in the strategy, with recommendations for action in each area:

- 1) **Rights to housing** – Employ human rights instruments upholding housing as a fundamental right for Indigenous women, girls, and 2SLGBTQQIA+ people.
- 2) **Housing research and evaluation** – Invest in Indigenous-led data, evaluation and policy to identify gaps in housing for priority populations in BC.
- 3) **Equity driven approaches** – Advance equitable, accessible funding mechanisms to enable *For Indigenous, By Indigenous* housing providers to deliver culturally safe housing solutions.
- 4) **Culturally safe, supported housing programs** – Prioritize capacity building with training to support frontline workers and ensure equitable wages to prevent burnout.

"We launched the strategy during the annual *16 Days of Activism Against Gender-based Violence* campaign, on November 25, 2025," says Terri Fortune, AHMA GBV Policy Analyst. "The National Housing Council's report on the right to safe, adequate, affordable housing for women, two spirit, trans, and gender-diverse people was released the same day.

"AHMA's policy is mirrored in those findings; we both highlight the need for gender-responsive, rights-based housing approaches for women and gender-diverse people.

"We've shared our strategy with close to 100 agencies across the housing sector, Indigenous organizations, human rights agencies, poverty reduction groups, industries, unions, academics, and all levels of government. We met with Deputy Premier and Attorney General Niki Sharma to present the strategy in January.



"We're also presenting the strategy at the 2026 Housing Central conference with Hii'yum Lelum (House of Friendship) to highlight their House of Honourable Mothers FBI program. We'll showcase how Indigenous women who are pregnant or parenting are supported with culturally grounded, wraparound housing and services to ensure safety, stability and connection to community."

See the full Indigenous GBV Housing Strategy here:



Media conference launching the 2025 Neha Review Panel's final report to the National Housing Council: *We are human. We deserve a place to live. It's that simple.*



"Over 60% of survivors of intimate partner violence report housing instability after leaving abuse—women should not need to choose between violence and homelessness."

AHMA CEO
Margaret Pfoh

Empowering Indigenous Youth

“We’re in talks with AHMA members to pilot and collect data on the FIBI youth housing models in our *Indigenous Youth Housing Strategy*,” says Bailey Waukey, AHMA Strategic Advisor, Youth Engagement & First Nations Relations. “The field of Indigenous youth housing remains under-supported and under-researched, with little data demonstrating the effectiveness or inadequacy of housing models. We need to build pilots to determine how well these approaches support successful transitions to independence among Indigenous youth.”



Best Practices

Our IYHS research identified practices that facilitate empowering environments to support the next generation:

- ▶ Flexible time limits so young people can stay as long as needed
- ▶ Youth appropriate services and supports
- ▶ Educational focus
- ▶ Employment opportunities
- ▶ Training and income support
- ▶ Client-centred case management
- ▶ Positive youth development focus

Under 30 Changemaker Award

The BC Indigenous Housing Society (BCIHS) chose to honour Bailey for his leadership in advocating for safe, culturally supportive housing for urban Indigenous youth—awarding him the Under 30 Changemaker Award.

“This award spotlights a young changemaker who is leading with passion, purpose and pride,” says Brenda Knights, BCIHS CEO. “With this recognition, we shine a light on the everyday heroes helping to build a more equitable, inclusive future.”

“Thank you to my colleagues, especially Kelly Moon, our Communications & Justice Strategies Leader, for nominating me; it’s such a privilege to be recognized for my ideas,” says Bailey. “As a hip hop dancer, I’ve been teaching youth since I was 15 years old and won dance awards, but no one has cheered me on for my ideas before.”

Bailey has risen to meet some amazing professional opportunities at AHMA, in just a few years since he joined us as a youth intern in 2021 with an interest in exploring a policy career.

“Housing is central to so many challenges Indigenous people face. I have a passion for learning and was able to grow into new roles as I gained knowledge by reading about First Nations history and working with peers, colleagues and mentors. I’m so glad AHMA invested in my enthusiasm.

“My favourite part of the job is working directly with Indigenous youth. Our IYHS approach was unprecedented. We created a new model for youth engagement that can be used in any sector; we provided incentives for youth to participate in this work; we took youth to conferences to balance education with experience; we made the journey empowering throughout, and I watched their confidence grow as they learned.

“In the future, I hope to see more housing for young Indigenous community members. I hope to see better youth engagement across BC. I hope people see investing in youth as a risk worth taking, a risk I’ll take every time. Look at what’s possible: it took just five years for me to get here.”



Diverse Solutions (Housing Continuum)

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

Decolonize Housing Policies

Advocating for Health Equity

We identified three interconnected issues through our survey of AHMA members’ interactions with health authorities: lack of access to care, inequitable treatment in the health system, and weak coordination between housing providers and health authorities.

“Safe housing is a core social determinant of health, yet housing instability remains a widespread issue and Indigenous people are more likely to experience housing precarity,” says Alex Medina, Health Policy Analyst. “At the same time, Indigenous people face persistent barriers to accessing health care.”

Key Findings

- ▶ **Access** – Access to care emerged as the most pressing issue, with insufficient medical staffing, long wait times, and funding constraints preventing timely, effective service delivery.
- ▶ **Equity** – Individual experiences of racism and discrimination continue to be a major barrier—67% of Indigenous people experienced discrimination from BC health care staff, compared to 5% of non-Indigenous people.¹ Discriminatory approaches erode trust, delay help-seeking, and lead to under-assessment and poor follow-up, ultimately worsening health outcomes for Indigenous people.
- ▶ **Coordination** – AHMA members rely primarily on informal channels and personal contacts to identify appropriate referrals. Members take the lead in reaching out to health staff, while proactive engagement from health authorities remains rare. This imbalance strains organizational capacity and perpetuates inequities in care.

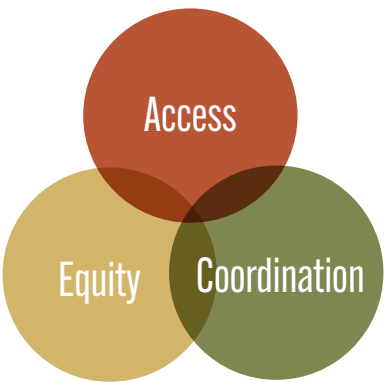
For health authorities, the current state is inefficient and costly. Fragmented pathways lead to avoidable crises, repeat emergency visits, missed opportunities for early intervention, and higher overall costs. Excluding housing providers from discharge planning fails to leverage partners who are close to tenants and best positioned to support continuity of care.

Calls to Action

“Indigenous housing providers are essential health equity partners,” says Alex. “Improving outcomes requires structured, reciprocal partnerships, designed with Indigenous providers and tenants.”

To achieve these outcomes, AHMA calls on health authorities to:

- 1) Ensure Indigenous leadership in each health authority works with Indigenous housing providers to implement ongoing cultural safety initiatives, with accountability when racism is encountered.
- 2) Designate Indigenous liaisons to AHMA members to reduce reliance on informal relationships.
- 3) Co-develop two-way referral and discharge pathways with Indigenous housing providers.
- 4) Provide program maps and points of contact so providers and tenants can navigate the system.
- 5) Improve Elder support with more access to assisted living and home support.
- 6) Establish housing-connected access to mental health, substance use and primary care.



¹ Source: *In-Plain Sight: Addressing Indigenous-specific Racism and Discrimination in B.C. Health Care*, Dr. Mary Ellen Turpel-Lafond (2020)



Policy as Advocacy

AHMA's policy team has worked on a range of important submissions:

2025

Build Canada Homes Feedback Submission

Neha Submission – The Right to Housing for Women, Two Spirit, Trans, and Gender-Diverse People

Access, Equity, Coordination: A Position Statement on Health Authority Engagement with AHMA Members

Affordable Housing Fund Feedback Submission

Resilient Futures – Empowering Indigenous Housing Providers: Advancing Energy Equity and Climate Resilience Through Policy, Funding, and Indigenous-Led Solutions

2026

Submission to the House of Commons Standing Committee on Human Resources, Skills and Social Development and the Status of Persons with Disabilities

Submission to the House of Commons Standing Committee on the Status of Women: The Role and Capacity of Shelters and Transitional Housing

The National Housing Council Review Panel on the Lack of Accessible Housing in Canada

Submission to the National Advisory Council on Poverty

Position Statement: The Right of People with Intellectual and Developmental Disabilities to Parent

Federal Budget Submission

BC Budget Review, Analysis and Submission

Declaration Act Action Plan Submission



Available on AHMA's policy page:

Data And Research

Encampments Reflect Systemic Housing Failures

Indigenous people are disproportionately represented among people experiencing homelessness in BC, including those living in encampments. Encampments are not only a response to a lack of housing, but also a survival strategy for people excluded from shelter and support systems.

“Encampments are a visible expression of the housing crisis in BC,” says Lauren Brown, AHMA Senior Research and Policy Analyst. “AHMA looked at municipal responses to encampments in 27 communities across BC, and whether responses reflect the realities, rights and needs of Indigenous people.”

What we found reinforces the need to move away from displacement and crisis management, and toward culturally safe, rights-based, Indigenous-led solutions.



Key Findings

The rise and relentless clearance of encampments reflect several systemic failures:

- ▶ A chronic lack of affordable housing
- ▶ Ongoing, intergenerational impacts of colonialism
- ▶ Underfunding of culturally safe housing and supports
- ▶ The exclusion of Indigenous people from decisions that directly impact them

Rather than address the root causes of homelessness, authorities have often responded with rapid evictions, fire orders and policing actions that move people out of sight. These approaches can deepen displacement, trauma and disconnection from services. We also found the perspectives of encampment residents, particularly Indigenous people with lived experience, are rarely centered in reporting or decision making.

Read the scan here:



Thanks to Sheila Erika Suredja, a graduate student at the UBC School of Public Policy and Global Affairs, who helped conduct the research and analysis for AHMA.

Calls to Action

AHMA's scan reinforces a pressing need for solutions that honor dignity and support housing stability:

- 1) Prioritize **basic needs** like water, food, bathrooms, showers, harm reduction supplies and safe shelter for people living in encampments.
- 2) Increase **transparency and oversight of municipal bylaws** to prevent discriminatory or arbitrary evictions.
- 3) Provide onsite access to culturally grounded, essential services: **Indigenous-led** health, mental health, substance use supports.
- 4) Improve **coordination between services** so residents do not have to navigate fractured systems.
- 5) **Consult encampment residents** on responses to build relationships and meet needs.
- 6) Engage Indigenous governments and service providers in meaningful consultation, defined in **BC's Declaration on the Rights of Indigenous Peoples Act (DRIPA)** and **MMIWG Calls for Justice**.
- 7) Address **fire safety concerns** through harm reduction and resident-led fire mitigation measures.
- 8) **Report municipal and provincial outcomes** using intersectional data and Indigenous-led analysis.
- 9) Provide **housing retention and wraparound services** across the continuum to prevent homelessness.
- 10) Align encampment responses with Indigenous rights affirmed by **UNDRIP and DRIPA**, a standard current practice routinely fails to meet.



New Indigenous-led Data Dashboard

AHMA's new data dashboard—the Indigenous-led Housing Needs Assessment Tool, or IHNAT—is now online. We worked with the team at UBC HART to automate key data on Indigenous housing needs in urban, rural and northern communities across BC.

“IHNAT grew out of AHMA’s work to make Indigenous housing data more accessible, useful and grounded in Indigenous priorities,” says Lauren Brown, AHMA Senior Research and Policy Analyst. “The tool is designed to support better housing decisions and complement community knowledge, local relationships, and engagement with First Nations and Indigenous-led organizations.”

IHNAT enables users to explore municipal data on Indigenous demographics, housing conditions, affordability, rental markets, point in time counts, systemic pathways into housing instability, and projected housing need. IHNAT includes reflection questions to help users consider what the information means, what it doesn’t capture, and how it can support advocacy, planning and investment. We hope AHMA members, communities, advocates, researchers and governments will use IHNAT to advance *For Indigenous, By Indigenous* housing solutions.

We developed IHNAT in partnership with the First Nations Health Authority and BC Association of Aboriginal Friendship Centres. The project was funded by the CMHC Research and Planning Fund.

Bridging Gaps in Homelessness Data

“Until now, provincial government data did not include Indigenous-specific information,” says Bryan Sluggett, AHMA Senior Data & Evaluation Specialist. “AHMA is participating in a research project to change that gap. We established an Indigenous Data Advisory Council with UBC to add Indigenous demographic and outcome data.”

Now the information will include:

- ▶ **Demographic data by gender, age and location**
- ▶ **First Nation, Métis and Inuit populations accessing government services (by priority groups like youth and Elders)**
- ▶ **Effectiveness of outcomes for Indigenous people experiencing homelessness**
- ▶ **Where service gaps exist**

“When we release our report later this fall, AHMA and our members can use the data for advocacy, grant applications, and evidence-based business cases to address service gaps,” adds Bryan. “We’ll assess the effectiveness of services, so we can advocate for more of what works and less of what doesn’t in supporting Indigenous people.

“We’ll also do population level analysis to confirm anecdotal feedback on transition points that can lead to homelessness, like exiting hospitals and correctional facilities. Then we can use the evidence to support improvements in discharge planning to offer stable housing.

“We’ve created a baseline with four years of data to start. We’ll match regular provincial updates in future, so the additional data can identify trends over time.”

Project Team

- ▶ AHMA leads the project and UBC is our research partner
- ▶ Indigenous partners and stakeholders provide ongoing advice:
 - ◆ Formal partnership with First Nations Health Authority
 - ◆ Métis Nation BC, BCAAFC, First Nations Housing and Infrastructure Council, Aboriginal Coalition to End Homelessness, Fraser Region Aboriginal Friendship Centre Association
- ▶ Ministry of Housing and Municipal Affairs is the funder



Complex Care Findings

AHMA collects client and program data at four complex care housing (CCH) sites. While it’s too soon to track outcomes, we can share some early findings.

CCH Indigenous Clients

We’ve supported 48 Indigenous people so far, including some who left or graduated:

- ▶ 9 infants and toddlers (under two years old)
- ▶ 11 people aged 19-29
- ▶ 23 people aged 30-54
- ▶ 5 people aged 55-74
- ▶ Adults: 36 women and 3 men

CCH Activities

AHMA’s model provides a holistic, culturally safe space for individuals to heal and grow, with medical care and activities that support personal development. In 2025/26, these sites offered:

- ▶ **284 Cultural activities** like Elder visits, making Bannock, drums and dream catchers, land-based healing and gardening
- ▶ **363 Recreational activities** like swimming, canoeing, camping, yoga, movie nights, playing cards and bowling
- ▶ **430 Life skill activities** like parenting groups, housekeeping, driving lessons, literacy programs, goal setting and career counselling
- ▶ **76 Peer-based activities** like a motherhood peer support group, drumming and cooking



Affordable Clean Mobility

“Our Clean Mobility Project provides a complimentary electric vehicle for ridesharing and Compass Cards in two affordable housing buildings,” says Sara Fralin, AHMA Manager, Engagement and Technical Services. “Not surprisingly, tenants love riding transit for free.”

In 2025, AHMA, the BC Indigenous Housing Society, Create Climate Equity and Kambo Energy Group partnered to pilot this project in two BCIHS buildings in Vancouver, which combines:

- ▶ Fully subsidized public transit
- ▶ A shared electric vehicle (provided by MODO)
- ▶ Community education and capacity-building support



“The cost of transportation is one of the biggest barriers for residents in affordable housing,” says Annabelle Liao, Project Lead, Kambo Energy Group. “With free transit, tenants can visit family and friends for longer than the 90 minutes allowed with one fare, and the savings free up funds for groceries.”

“We held informal sessions in the lobby to share information and build relationships with tenants in a culturally grounded way,” adds Claris Canta, Project Manager, Kambo Energy Group. “We organized community gatherings for people to meet with neighbours. And we have two volunteers to drive neighbours who can’t drive themselves.”

“Most of our tenants don’t use the building parkade because the costs of a vehicle and insurance are too high,” says Brenda Knights, BCIHS CEO. “But concrete parkades cost a considerable amount during construction. With free transit and car sharing, we can reduce emissions and, potentially, the need for those construction costs in future. We need to take environmental responsibility for coming generations, while also improving quality of life for our tenants now.

“Eventually, we hope to use this model in more of our buildings. We need to examine the potential to use capital savings from eliminating a parkade to support free transportation options. And we’ll explore subsidized transit for residents with BC Transit and government.”

CMP Stats Show Results

Free Transit (to April 30, 2026)	Community Engagement (to April 30, 2026)	Shared EV (April 1 to July 31, 2026)
50 program participants	15 weekly drop-in info sessions	8 drivers
2,762 subsidized trips on public transit	3 Clean Mobility Gathering workshops (and onsite training with MODO staff)	77 trips
\$9,092 in savings		

Kambo Energy Group and Create Climate Equity shared the project findings in a webinar hosted by the BC Non-Profit Housing Association.

The pilot is funded to the end of 2026. Our project partners are searching for funders to keep the project going and hope to see the model expand to other affordable housing developments.

See the webinar, *Clean Mobility in Affordable Housing*:



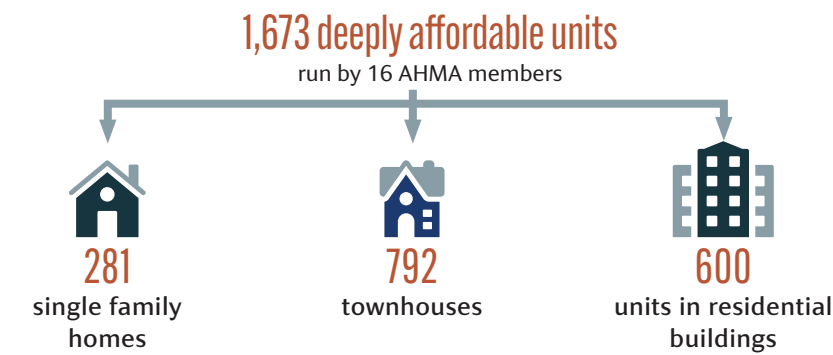
Funding Supports

Urban Native Housing

“On March 31, 2028, most of the operating agreements and subsidies for developments built under the CMHC Urban Native Housing (UNH) program will end,” says Jena Weber, AHMA Policy Manager. “We surveyed members about the issue and potential impacts in 2024. Last year, we set up a team to focus on solutions, with staff from policy, finance, operations and asset strategies.

“We’ve analyzed member portfolios to develop a business case that accurately reflects their needs to sustain existing operations. And we’re presenting the information to leaders at BC Housing and the Ministry of Housing and Infrastructure Canada.”

UNH Highlights



4,600+ tenants are currently housed across the UNH portfolio with low average rents:

- ♦ Long-term tenants with a higher rent-geared-to-income (RGI) rate than the wider social housing sector
- ♦ Many tenants are at risk of being displaced without the income level to pay market rental rates
- ♦ Risk of increased homelessness and pressure on other social support systems
- ♦ Tenants receiving the shelter rate are at the highest risk of homelessness

Subsidy shift:

- ♦ In 2024/25, the UNH program provided \$15,530,000 in subsidies, or about \$750 per unit
- ♦ When existing mortgages are paid off, \$12,375,000 in subsidies, or about \$590 per unit, are required to sustain operations

Current programs don’t help:

- ♦ IHF/CHF have been deferred
- ♦ Build Canada Homes provides a shallow level of affordability

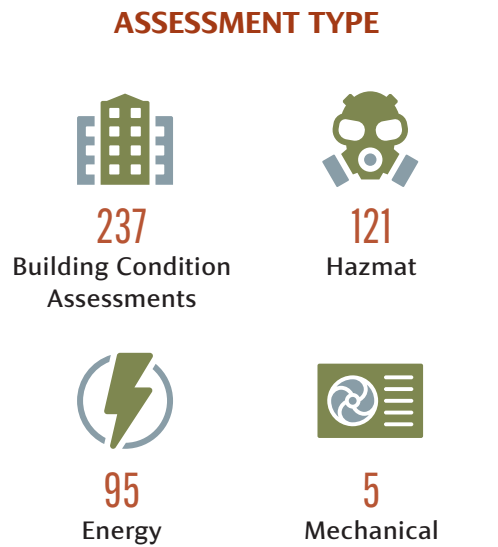
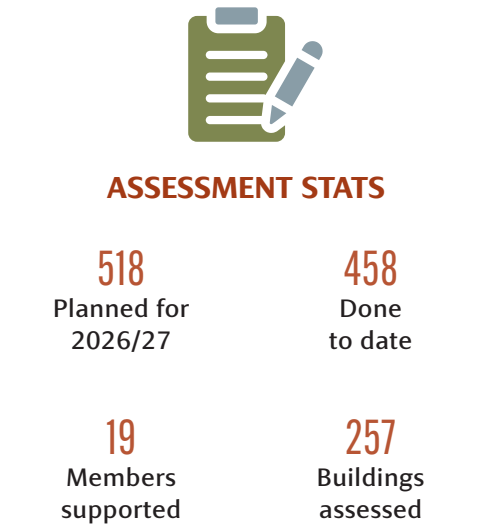
We consulted affected members on various options. Based on their direction, AHMA is advocating for at least a continued or, preferably, a transitional level of subsidy:

- ▶ **Continued subsidy** – \$12,375,000 a year to continue operating the RGI portfolio as is, with no mechanism in place to replace the units
- ▶ **Transitional subsidy** – Ideally, members want to see a 10-year subsidy extension and retrofit funding for improving and repairing this housing stock

Project Support Services

AHMA completed the most building assessments we’ve ever done in a year, with a range of technical studies—Building Condition Assessments (BCAs), hazardous materials assessments, EnerGuide energy evaluations, Level 2 energy audits, and targeted mechanical studies.

Now we have photos and data we can use to identify options for energy retrofits, apply for capital maintenance and repairs, and do portfolio planning for mortgage expiry. We’re also seeking annual assessment funding to update the data on a five-year cycle.



New Construction

New Urban Indigenous Housing

AHMA members opened 396 new units of affordable urban Indigenous housing and 80 new shelter spaces this year.

Vancouver Aboriginal Friendship Centre Society

Ho’-kee-melh Kloshe Lum – The name means “To Gather Good Spirits,” and the 16-storey Indigenous-focused development has 87 affordable rental homes, 25 supportive homes, 56 market rental homes, and 80 shelter spaces in Vancouver’s Downtown Eastside. The building also has a landscaped rooftop, a day centre with cultural gathering and counselling space, a gym and an art studio.



Ho’-kee-melh Kloshe Lum

Aboriginal Land Trust Society/ Lu’ma Development

Indigenous Housing and Healing Centre – A multi-purpose development with 112 units for Indigenous individuals and families, also in the Downtown Eastside. The 32,000 square foot Healing Centre offers a two-eyed approach blending Indigenous and western medicine. The building also has a food centre with a commercial kitchen, dining hall, offices, staff and meeting rooms, and amenity space.



Chief Leonard George

BC Indigenous Housing Society

Chief Leonard George – The façade of this affordable housing development was inspired by Coast Salish cedar basket weaving, symbolizing the interweaving of generations. This is Canada’s first mixed-use tall mass timber Passive House building, a low-carbon design that reduces emissions. The project is named in honour of the late Chief Leonard George of səliłwətał (Tsleil-Waututh Nation) and provides 81 new homes for Indigenous individuals, families and Elders in Vancouver and an onsite childcare.

Citaapi Mahtii Housing Society

Citaapi Mahtii – This new intergenerational, affordable housing development provides 35 units for Indigenous singles, Elders and families in Port Alberni. The site also has a cultural centre, playground and outdoor gathering space. The building gives Ahousaht First Nation members a place in Port Alberni to gather, connect and build community.

M’akola Housing Society

Beulah Creek Village – Three buildings provide 26 homes for local families, seniors and individuals on Hornby Island, including members of the K’ómoks First Nation. The buildings are clustered around a central green space to create a village feel that fits with island life. This project will help address an ongoing shortage of year-round affordable rental housing on the Hornby.

Breaking Ground in 2025/26

AHMA members began construction on seven projects that will provide 625 new affordable homes when they open:

Aboriginal Housing Society of Prince George

35
units in Prince George

Aboriginal Land Trust Society

104
units in Saanich

Aqanttanam Housing Society

20
units in Cranbrook

BC Indigenous Housing Society

299
units in Vancouver

Dze L K’ant Housing Society

41
units in Houston

Lu’ma Native Housing Society

78
units in Castlegar

Okanagan Metis & Aboriginal Housing Society

48
units in Kelowna

4 Health, Culture, Training & Capacity

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

Housing Provider Staffing

Indigenous Lens Training

“We revised our non-violent crisis intervention training to include an Indigenous perspective, because the original course was too generic,” says Karin Zylstra, AHMA Capacity Building Specialist & Diverse Abilities Project Lead. “Our new Indigenous-lens Crisis Intervention and De-escalation (ICID) course still provides a framework to prevent, de-escalate, and safely respond to disruptive, hostile or assaultive behavior, now using Indigenous knowledge.”

Our ICID course:

- ▶ Introduces cultural safety considerations for crisis intervention and offers Indigenous-lens approaches to de-escalation
- ▶ Offers participants reflections and practices for approaching crises in a culturally safe way
- ▶ Takes a two-eyed seeing approach with integrated reflective practices, case studies and discussion

Staffing Capacity for Members

“After negotiating one-time wage lift grants for members in the last two years, we managed to get the additional funding added to regular operating budgets,” says Monica Ramon, AHMA Housing Operations Manager. “Now members can rely on that funding being there every year to support staff recruitment and retention.”

In House Rent Calculations

AHMA took over rent calculations from BC Housing last year. Now, members communicate directly with us to ask questions or request support with the Housing Connections system and we’ll provide one-on-one training.

Teaming Up in Dawson Creek

Two AHMA teams joined forces to support Dawson Creek Native Housing Society (DCNHS) with revitalization and capital asset renewals this past year.

“DCNHS has stabilized staffing and strengthened financial systems, balancing books and passing an audit,” says Stacey Bourque, AHMA Revitalization Manager. “Our Asset Strategies team also helped DCNHS partner with Northern Lights College to provide practicums for students in the Carpenter Apprenticeship program, replacing roofs on DCNHS single-family homes.”

Roof replacement at DCNHS-managed properties



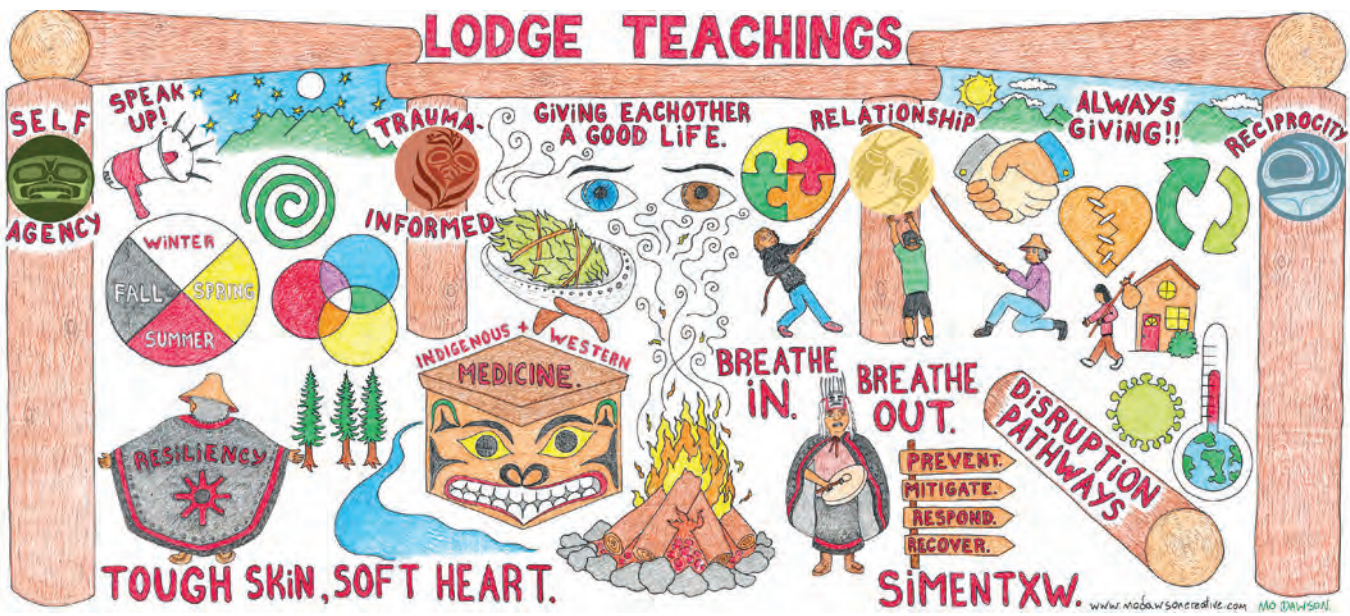
Cultural Humility & Trauma

Cultural Safety Expertise

“AHMA is seen as a subject matter expert in Indigenous cultural safety,” says Kaila Wong, AHMA Director of Operations. “Our team began work on an *Indigenous Cultural Safety Framework* in 2020, with four pillars—self agency, relationship, trauma-informed and reciprocity—that describe indicators of Indigenous cultural safety in BC’s housing and homelessness sector.

“Then we launched a reflective tool with non-Indigenous providers to assess cultural safety in their housing and services. We developed a new Medicine Bent Box course blending concepts from Indigenous Focusing-Oriented Trauma Therapy, Gitxsan culture, and western trauma-informed approaches. And this year, we designed a model for AHMA to integrate Indigenous approaches to governance across our organization. Our next goal is to share the model with our members and partners.”

Lodge Teachings: Indigenous Relational Governance Model



“Within Gitxsan governance, leadership is relational,” says Judith Wesley (Simogyet Xsimgitgiileenix), AHMA Training and Capacity Specialist. “Decisions are not separate from people—decisions are made in relationship to them so everyone present is honoured and respected.

“At AHMA, we carry Indigenous housing responsibilities but work within policy and funding structures that weren’t designed to reflect Indigenous governance approaches. Housing is directly connected to safety, identity and intergenerational well-being. Consequently, governance decisions in housing carry relational and emotional impacts beyond administration.

“Governance is how we relate, how we decide, and ultimately, how we care for one another.

“Our members expect us to lead in a way that reflects cultural safety in practice, not compliance; recognizes the cultural and emotional work our people carry every day as real work; embeds Indigenous rights in everyday decisions.

“A two-eyed governance model is a powerful, necessary integration of these two world-views—our Indigenous ways with western systems. Lodge Teachings offer us a dynamic governance model grounded in Indigenous knowledge systems, relational accountability, and community-centered decision making.

Western practices provide structure, clarity and consistency. Intentionally braiding both builds a culturally grounded and operationally effective governance model.

“Policies, procedures, compliance tools and performance metrics remain important, but are insufficient to support Indigenous governance, healing and accountability. Learning within the Lodge Teachings model is relational, experiential and witnessed through story, dialogue, shared reflection and lived practices. Transformation becomes visible through relationships over time, not just through reports and outcomes. Our goal is to give each other a good life.”

“Thank you for comprehensive training with a two-eyed lens that enforced cultural humility ... decolonized and presented an integrated approach to crisis management.”

Workshop participant

Lodge Teachings: Indigenous Relational Governance Model (cont'd)

Lodge Teachings Model: Five Cyclical Phases

The Lodge Teachings have five interconnected, seasonal phases, a continuous cycle for teams and organizations to move through together:

Phase 1:
Gathering at the Fire



In Gitxsan culture, the fire pit in the centre of the longhouse is part of our protocols. The lodge represents a sacred dwelling place, a circle that holds governance, operations, care and relationships together. In the Lodge Teachings, the fire pit must be tended at all levels: frontline practices, leadership, policy tables, meetings and partnerships. Surrounding the fire pit are four pillars adapted from AHMA's Cultural Safety Framework—self-agency, relationship, trauma-informed and reciprocity—that protect, sustain and strengthen the fire:

- ▶ Establishing emotional, cultural, spiritual and physical safety
- ▶ Grounding work in trauma-informed principles across all levels
- ▶ Setting collective intentions rooted in Indigenous self-determination
- ▶ Acknowledging where people are at, without judgement, recognizing everyone is unique

Phase 2:
Seasonal Relational Cycle

Indigenous governance follows seasonal, relational and cyclical rhythms, rather than fixed timelines or project plans. Key elements include:

- ▶ Two-eyed seeing of western and Indigenous operational systems
- ▶ Honouring seasons of growth, rest, grief, renewal and celebration
- ▶ Aligning organizational priorities with relational readiness rather than urgency
- ▶ Creating space for collective reflection and witnessing
- ▶ Understanding capacity shifts over time for individuals, teams and communities



Phase 3:
Medicine Box Reflective Tool



Medicine bundles represent the tools, teachings and resources individuals and organizations draw on to sustain the lodge and include:

- ▶ Trauma-informed practices and supports
- ▶ Cultural teachings, protocols and relational knowledge
- ▶ Policies, funding tools and operational processes
- ▶ Wellness practices for staff, leadership and residents

Phase 4:
Disruptive Pathways & Restoration

True institutional resilience is restorative, not punitive. Our model recognizes disruptive pathways, conflict and imbalance are inevitable phases in any complex system. We prioritize the continuous work of healing, balancing and strengthening our community circle—systemically realigning our pathways to return to, restore and fortify the collective whole whenever harm occurs.



Phase 5:
Resiliency Blanket



After each cycle, the Lodge Teachings return to the circle under a resiliency blanket, symbolizing protection, balance, ceremony and collective care, which includes:

- ▶ Recognizing small wins and significant shifts
- ▶ Celebrating contributions with ceremony
- ▶ Acknowledging emotional, cultural and relational labour
- ▶ Renewing commitments to one another

AHMA Adopts Model

“AHMA has adopted the Lodge Teachings model as the framework for how we work together,” adds AHMA CEO Margaret Pfoh. “This model places relationships, responsibility, reciprocity and collective well-being at the centre of all we do.”

AHMA will roll out the Lodge Teachings internally and with members in three phases:

Phase 1: **Curriculum development and internal employee training**

Phase 2: **Pilot training with selected member organizations**

Phase 3: **Sector-wide training expansion**

Why do we need the Lodge Teachings model?

- ▶ Existing housing governance models lack Indigenous worldviews
- ▶ Cultural safety is often treated as compliance rather than practice
- ▶ AHMA employees and members experience burnout, disconnection and distress
- ▶ Indigenous rights are referenced but not operationalized
- ▶ Funding and operational pressures ignore hidden costs and relational labour

Transformations

At AHMA, we anticipate the Lodge Teachings approach to:

- ▶ Strengthen relational decision making across teams
- ▶ Support organizational health and collaboration
- ▶ Align daily work with Indigenous governance practices
- ▶ Guide engagement and reflection to support reconciliation-informed practices



Experiential Cultural Safety Course

“We also integrated a two-eyed seeing approach into our cultural safety course to make the training more experiential for participants,” says Judith Wesley, AHMA Training and Capacity Specialist. “We integrated trauma-informed practices from Indigenous Focusing-Oriented Trauma Therapy, a holistic, body-centered approach designed to heal intergenerational trauma.

“When we use storytelling and speak from the heart, felt sense prevails, with the power to shift mind, body, spirit. And the energy among participants did shift with this transformative learning, from a theoretical perspective to somatic understanding of cultural safety.

“People acknowledged facing heavy topics in the training but not feeling heavy afterwards. We focus on protection and healing throughout the process, so people feel safe to look deeply and unpack their reflections.”

Overarching Goals

Our goals for AHMA's cultural safety training are to:

- ▶ Develop sequenced curriculum pathways for the Medicine Bentwood Box Series, with layers of Indigenous relational practical tools, grounded in cultural safety and trauma-informed care practices to advance reconciliation
- ▶ Bring all these pieces together through the two-eyed seeing approach
- ▶ Facilitate organizational health by drawing in all roles in the circle of support
- ▶ Move away from crisis-driven ways of knowing, toward a more relational approach within the Lodge Teachings and training that align with our goal of “giving each other a good life”

CIRCLE Teachings: Guiding Principles

C
Connection and culture
Honouring all my relations, cultural identities, languages and protocols

I
Indigenous self-determination
Upholding Indigenous governance and decision-making authority

R
Relational accountability
Sharing responsibilities, considering impacts on people, land, spirit and future generations in decision making

C
Cyclical learning and reflection
Seasonal reflecting replaces linear project timelines, with progress witnessed, not rushed

L
Lifting each other up
No one is left behind: balancing resources, care and support according to need, capacity and context

E
Empowerment and energy balance
Recognizing unseen labour, emotional work and energy flow within teams and communities



KÍLILA PROGRAM



BUILDING SKILLS
HONOURING CULTURE
INSPIRING TRANSFORMATION



Support for Housing Assets

Indigenous Youth Building Skills

"We partnered with the Skwxwú7mesh (Squamish) Nation Training & Trades Centre for the first time this year to offer our Kílila Program," says Courtney Ellis-MacDonald, AHMA Project Coordinator, Portfolio Planning & Development. "AHMA began working with the Cheakamus Centre on this program in 2021 to give Indigenous youth an opportunity to learn high-performance building science as a stepping stone to skilled trade careers. Kílila combines hands-on energy-efficient retrofitting, sustainable construction education, and culturally grounded programming."

This year, students modified the front face of a cabin in the Squamish Cheakamus Centre, added accessible ramps, and updated the bathroom. In addition:

- Squamish Elder Alice Guss (Tsawaysia Spukwus) shared stories about the Cheakamus land and Aura Lewis (Ses'emay), an assistant cultural worker, led students on a walk to learn about cultivating plants and the sacredness of the land
- Elders and master carvers Art Harry and Matthew Williams led a bentwood box workshop for students in Squamish's Create Makerspace
- BC Institute of Technology instructors brought in two students from previous Kílila programs to mentor students and showcase career opportunities in trades others have attained
- Louis Napope and James Bourque, AHMA Housing Condition Advisors, showed students how to conduct a building condition assessment to plan for repairs and maintenance

"Our goal is to show Indigenous youth opportunities for career pathways throughout the development process," adds Courtney, "and how to embed this work in a meaningful way in culture and community. We also developed a framework for evaluating the program, founded in our theory of transformative change.

"Kílila represents the transformation we hope will inspire Indigenous youth. We believe the program can transform as well and will explore opportunities to collaborate with communities in different locations, while keeping our core focus on integrating training and culture."

Watch the students' video here:



Kílila Theory of Change

Culturally grounded, hands-on retrofit training with wraparound supports and partner collaboration

Increased skills, confidence, cultural connection and belonging

Stronger pathways into trades and sustainability work

Long-term Indigenous youth empowerment and community climate resilience

Our Kílila Program is named for the butterfly, symbolizing transformation in Skwxwú7mesh Nation language. Butterfly art designed by Satzi Naziel.

2026 youth participants at the Cheakamus Centre.

Capital Renewals

Kekinow Native Housing Society – We completed an extensive capital upgrade at Kekinow's Aleleng development in Surrey. Interior upgrades include new kitchens, bathrooms, lighting, flooring, air conditioning, doors and double-glazed windows. Exterior work includes new roofing, children's playground, community garden beds, Indigenous artwork, patios, fencing, concrete stairwells and more. We also waterproofed the plaza and installed pavers. NICHI provided \$9.6 million to essentially rebuild this 33-unit development.



New playground



Before

Vernon Native Housing Society – AHMA installed 30 dual-fuel heat pumps at the Kikanee Estates housing complex. The new systems give residents reliable, year-round heating and cooling, improve energy efficiency and reduce greenhouse gas emissions.



After



After



Before



Okanagan Metis & Aboriginal Housing Society – Groundwater flooded several units at this 28-unit townhouse development in Kelowna. We added a sump basin, pumps and permanent drain to link to the site drainage system.

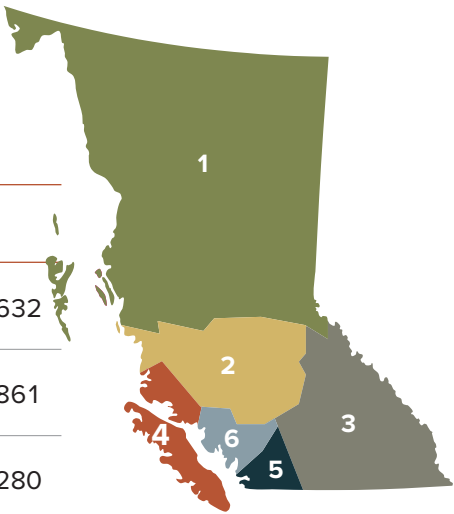


Rendering of renewal at Keginow Native Housing Society's Aleleng development, by Aplin Martin and MYK Construction



Renewal Projects by Region

REGION	PROJECTS	#UNITS	TOTAL\$*
1 Northern BC	14 (6 new/5 active/4 complete)	110	\$6,434,632
2 Cariboo Chilcotin	5 (4 new/1 complete)	44	\$1,054,861
3 Thompson Okanagan	16 (6 new/6 active/4 complete)	170	\$3,908,280
4 Vancouver Island	18 (8 new/5 active/5 complete)	296	\$5,589,263
5 Vancouver Coastal	13 (6 new/5 active/2 complete)	712	\$17,736,095
6 Fraser Valley	5 (3 active/2 complete)	121	\$20,144,383
Totals	71 (30 new/24 active/18 complete)	1,453	\$54,867,514



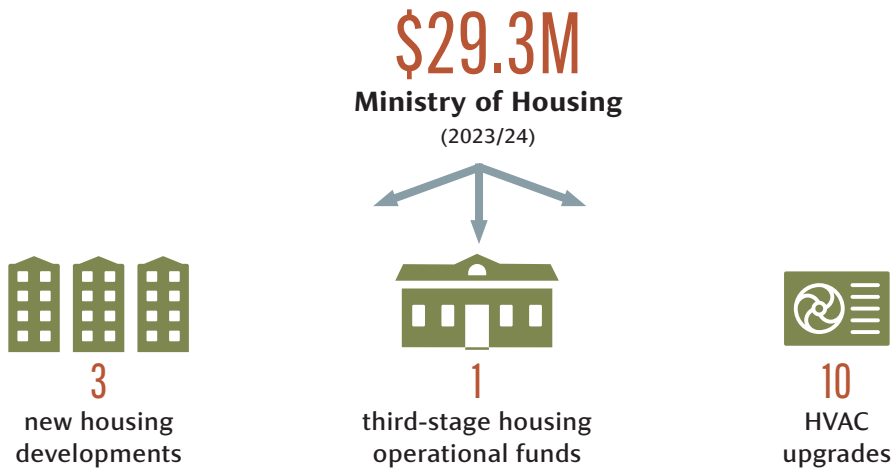
AHMA supported 20 members with capital renewal projects worth close to **\$55 million** in the last year.

AHMA'S Organizational Sustainability

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

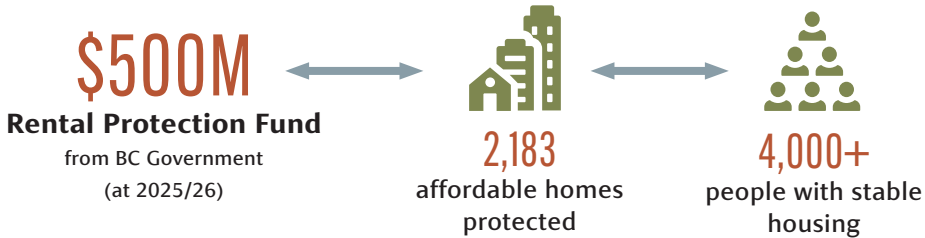
Funding Diversification

Return on Investment



“Every dollar invested in Indigenous housing through AHMA delivers a \$6.79 social return on investment.”

BC Urban, Rural, and Northern Indigenous Housing Strategy



Partnerships Build Capacity

“Building external partnerships augments core government funding, which is particularly important in the current economic climate,” says David Silva, AHMA Director, Asset Strategies. “Ongoing partnerships—with BC Hydro, FortisBC, Real Estate Foundation of BC, Ted Foundation, Vancity and Zero Emissions Innovation Centre—continue to fund half of our Asset Strategy staff positions, which in turn, increase AHMA’s capacity to support members with energy assessments and upgrades.

“We are always on the lookout for partners interested in leveraging our *For Indigenous, By Indigenous* model to contribute to reconciliation.”

Indigenomics Accelerates Economic Power

“We discussed the rise of Indigenous economic strength in Canada, at an Indigenomics Institute conference called the *Rise of Indigenous Economic Power*,” says AHMA CEO Margaret Pfoh. “We talked about the economic impacts of the Indian Act and how to take our seat at the economic tables of Canada.

“CEO Carol Anne Hilton coined the term Indigenomics and believes we are at a critical stage in attaining a \$100 billion Indigenous economic target, with the Indigenous economy central to the country’s future.”

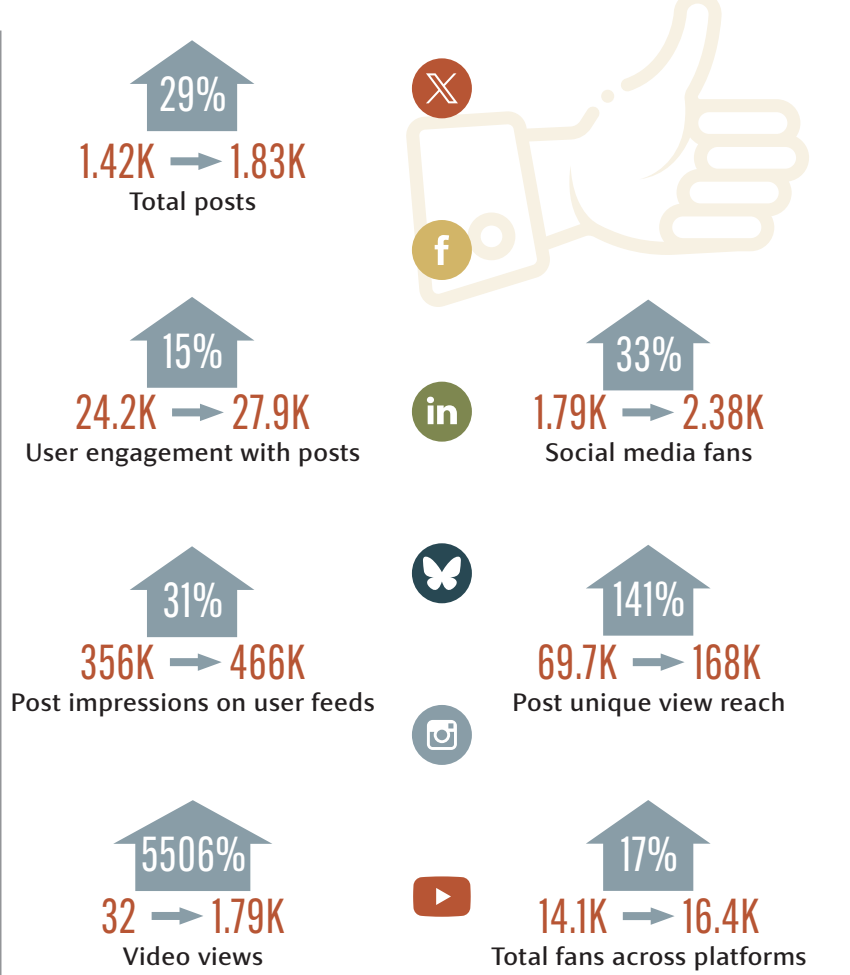
Sessions at the event focused on capital access, equity ownership, procurement, clean energy, trade and technology to highlight the economic leadership and investment potential of Indigenous businesses and partnerships.



AHMA Platforms & Processes

AHMA’s Social Media Impact is Growing

AHMA posts on Facebook, Instagram, LinkedIn, YouTube, Bluesky and X to share our latest activities across social media platforms. Our social media activity saw a boost in 2025/26 compared to the previous year:



Building Homes, Strengthening Culture

“We published an article in *Construction Source* magazine to raise awareness in the development sector of AHMA’s role,” says David Silva, AHMA Director, Asset Strategies. “We’re always open to new partnerships across sectors—private, public, philanthropic—and want to share the leadership AHMA and our members deliver in the urban Indigenous housing sector.”

“Across all [capital renewal] projects, AHMA takes a fully integrated approach—overseeing everything from initial assessment and capital planning to funding advocacy, design, tendering, construction and ongoing oversight. This model allows societies to rely on consistent support, rather than navigating housing renewal alone. It also ensures cultural integration isn’t treated as decoration; instead, it is foundational, embedded into design, processes, programming, and governance from the very beginning.”

Construction Source excerpt

Organizational Effectiveness

Plenty of Plates

“For AHMA’s 30th anniversary, we also celebrated by volunteering with Plenty of Plates,” says Kelly Moon, AHMA Communications & Justice Strategies Leader. “Every week, A Better Life Foundation invites neighbours from Vancouver’s Downtown Eastside community to a free, three-course dinner at a diner on Hastings Street.

“Volunteer teams fund the event, and prep, cook and serve 80 people a home-cooked meal. We decided to take a turn. It was a hugely enjoyable and heart-centred experience; we all loved it.”

“Your team brought such care and generosity, making it a truly meaningful evening.”

Rachel Kinakin, A Better Life Foundation



AHMA Wins RECONCILIATION AWARD

The British Columbia Reconciliation Award recognizes individuals and organizations who have demonstrated exceptional leadership, integrity, respect and commitment to furthering reconciliation with Indigenous peoples in BC.



“I was deeply honoured to accept the BC Reconciliation Award on behalf of our members, Board and staff,” says AHMA CEO Margaret Pfoh. “This award acknowledges AHMA’s accomplishments and recognizes what we can achieve when Indigenous leadership is trusted, resourced and empowered to lead solutions.

“For three decades, AHMA has been a driving force in advancing housing rights for urban Indigenous people. Our values are rooted in accountability, partnership, respect, advocacy and impact.

“Reconciliation is a responsibility AHMA and our members rise to every day. We are responsive to community needs and we build capacity for Indigenous wellness. Our approach is holistic, innovative and culturally grounded—because culture saves lives.”

Raising Our Hands to MEMBERS

This year, we highlight three AHMA Indigenous housing and service providers: Wachiay Friendship Centre Society, Fort Nelson Aboriginal Friendship Society and Aqanttanam Housing Society. All AHMA members offer urban Indigenous people across BC safe, affordable, culturally grounded spaces to live, connect and feel supported.



WACHIAY FRIENDSHIP CENTRE SOCIETY

“Wachiay has an open-door policy, offering support to anyone in the community,” says Katherine Strongwind, Executive Director, Wachiay Friendship Centre Society. “Our services have a direct impact in people’s lives *and* long-term ripple effects in the community. Our team has done an amazing job responding to homelessness in the Comox Valley, with our new Naut’sa mawt project, with outreach, and with homelessness prevention, ensuring folks feel supported in the community. We try to be a holistic, wraparound organization.”



New Naut’sa mawt development opened in 2025

Housing & Support Services

In 1995, a group of Indigenous community members started the Wachiay Friendship Centre in the Comox Valley to support the urban Indigenous population. Since then, Wachiay’s scope of services has grown to meet community needs, a one-stop shop with 40-plus staff now delivering comprehensive services for both Indigenous and non-Indigenous community members:

Naut’sa mawt – “We opened 40 new affordable homes in Courtenay last year,” says Roger Kishi, the recently retired Coordinator of Homelessness and Housing Programs. “Naut’sa mawt is a Coast Salish word meaning together as one. We prioritize Indigenous Elders and offer housing to Indigenous individuals and people with diverse abilities on low to moderate incomes.”

Homelessness Prevention & Housing Support – Wachiay provides more than 80 monthly rent subsidies to individuals and families at risk of homelessness in the Comox Valley. Our Community Outreach Specialist also meets people to provide advocacy and housing supports—like encampment visits, survival gear, food cards, client intake, case management, one-time payments to prevent eviction.

Helping Hands – Wachiay connects community members with a range of resources, from emergency assistance with groceries, to gas cards for travel in emergency situations, assistance with medical expenses, income tax preparation, WorkBC employment help, and free phone and computer access.

“Our services have a direct impact in people’s lives and long-term ripple effects in the community.”

Katherine Strongwind,
Wachiay Friendship Centre Society Executive Director



This page, clockwise from bottom: Cedar weaving, staff and practicum students’ canoe trip, Women’s Circle Ceremony

Next page: Family summer camp, bikes for young tenants, Daryle Mills’ medicine wheel teaching, climbing wall lesson, Wachiay studio soundboard



Hummingbirds – Our early years program ensures families with young children have a healthy breakfast and safe space to play, with Indigenous music, language and culture.

Clever Raven – Elders and Knowledge Keepers share stories, language and cultural traditions that reflect children’s ancestry, in our Aboriginal Head Start Childcare program. And we facilitate links with Indigenous education workers when children transition to public school.

Circle of Security Parenting Program – We help parents experiencing generational trauma develop secure, lasting relationships with their children, using a strength-based, culturally safe healing approach.

Youth Programming – Wachiay’s youth-led activities include our Bears Youth Program, where younger youth develop self-reflection, self-regulation, advocacy and leadership skills. In our Eagles Youth Program, teens explore strengths, while building confidence and self-awareness. We also hold a weekly family meal gathering and support group.

Elder Program – We include Elder support in many programs to engender intergenerational learning. We also provide a weekly Elders’ Lunch, a Winter Feast, potluck gatherings, cedar weaving and drum making, grocery support, drives to medical appointments, and visits when people are grieving.

Wachiay Wellness – Our Indigenous-led mental health program integrates traditional cultural practices with modern therapeutic techniques in counselling, youth programs, support groups, land-based activities, summer camps and more.

Path Forward – Our Violence Prevention and Survivor Support program helps women build resiliency with counselling, self-defence classes, cultural healing practices and a Women’s Circle group. We also raise community awareness to help prevent gender-based violence.

Work Experience Opportunity Grant – This United Way program enables people facing significant barriers to gain hands-on work experience to builds skills for success.



Employment, Life Skills, Training – Our Indigenous-focused employment program helps community members overcome barriers to find work or pursue education. We offer skills training, financial assistance with transportation, work gear and childcare, resume and job search help, mentoring and practicum placements.

Legal Advocacy Team – Our Family Law Advocates help community members obtain legal information and advice on many issues. Community Law Advocates provide free legal advocacy on tenancy issues, Indigenous health benefits, status applications and more.

Roots Ancestry Program – Wachiay helps children in care identify their ancestry and connect with extended family and community to honour the child’s cultural heritage and promote well-being and resilience.





Counterclockwise, top to bottom: Wachiy Studio, Jingle Dress Dancers, Pride Parade, drum making workshop, Program Director Kim Doerksen on Red Dress Day 2025, Wachiy staff on Red Dress Day 2026



Jordan's Principle – We assist families to access funding for health, social and educational needs.

FASD Program – We help families navigate support for Fetal Alcohol Syndrome Disorders, Fetal Alcohol Affect, and Complex Developmental Behavioural Conditions, and offer one-on-one and group support.

Youth Climate Grief Group – This Wachiy program helps youth experiencing climate anxiety process emotions and develop a sense of purpose responding to climate challenges. Some graduates train as future facilitators.

Wachiy Studio – Our screenprint shop is a social enterprise offering training programs and printing services on clothing, posters, leather and more. We collaborate with artists around the world.

Community Action – Wachiy has also built relationships with many other agencies so we can refer people to services the centre doesn't provide.

Making a Difference

“Our homelessness outreach coordinator stopped by my office and said she was feeling great,” says Katherine. “She helped a woman in hospital with nowhere to go after being discharged get into an apartment. Her only resource was a shelter, which is not ideal for somebody with medical concerns. Stories like this one make me proud of Wachiy's community services.

“We still have so many opportunities to help, and I would like to see more housing and economic development on the horizon. With governments cutting back, own-source revenue is going to become more important to move forward. I would also love to see a medical clinic at Wachiy, because we still have gaps in the community.”

Working with AHMA

“I served six years on the Náč̓aʔmat Leləŋ Committee, sharing members' priorities with AHMA,” says Roger. “I'm a strong believer you must be involved in making change to effect change; you can't just stand on the sidelines. I think the work's been helpful—like developing an *Urban Indigenous Housing Declaration* asserting the need for a government-to-government relationship between AHMA and the provincial government.”

Elder Rita Pimlott teaches cedar weaving with Immigrant Welcome Centre English class in Campbell River



Tenant Voices

Meet Elder Helen Falta

“My daughter discovered her great-grandmother was First Nations and connected with Wachiy Friendship Centre, so I got involved through her and it's been the most incredible experience in my life,” says Helen. “I started making moccasins, doing crafts, and going to the Elders' luncheons. I was so lonely and they included me, even though I'm not First Nations. When you get to be an elder, you need to have elder friends you can relate to.

“It's a wonderful, safe, inclusive space. They don't turn anyone away if you need help; if they can't help you, they will find resources to help in other areas.

“I was sharing a room at my daughter's place with my grandson and needed my own space. Roger was so helpful. He helped me get the apartment I'm in now.

“Life is so much better now. I thank my lucky stars I walked through their door.”

Meet Elder Raven Brake

“I didn't have a home for so long,” says Raven. “I was living in transition, and it's hard to live in that environment when you don't drink and gave up drugs years ago.

“Now, in my elder years, my apartment is so beautiful, I even have a balcony. This place has given me my life back.

“The friendship centre worked hard to get me into Naut'sa mawt and it's been the best move in my life. I go to the Elders' lunch, monthly drumming, women's social nights. It's made a great difference in my life connecting with my culture. The centre helps with food cards and bus tickets. And I'm approaching them to help with my status.

“I'm a bit shy and everyone is so helpful to make me feel comfortable, accepted, wanted. Everything I need, they answer the best way they can. I have great trust in them. It's awesome.”



Traditional Territory Recognition

We respectfully acknowledge the land Wachiy Friendship Centre works on is the unceded Traditional Territory of the K'ómoks First Nation.



FORT NELSON ABORIGINAL FRIENDSHIP SOCIETY

“We’ve been helping people in the community for more than 50 years,” says Linda Ashdown, Executive Director, Fort Nelson Aboriginal Friendship Society (FNAFS). “We offer programs for Elders, women and youth, open to everyone in the area. Next year, we’ll have affordable housing for Elders too.”

Linda started working in FNAFS reception in 1990, then in bookkeeping, then she took management training. When a new ED was needed in 1994, the Board offered her the job. A single mom with three children, Linda was excited to explore the opportunity and help other women succeed. Now, 36 years later, Linda is nearing retirement and the Board is naming the new FNAFS housing development Linda’s Friendship Lodge to honour her years of community service.



Housing & Support Services

FNAFS began with a handful of staff and has since grown to 40 employees, who support Indigenous and non-Indigenous people with a range of services:

Linda’s Friendship Lodge – Construction is underway on a four-storey wood frame building, which will provide 23 affordable homes when it opens in 2027. Elders and low-income households will be given priority, with some market rentals open to all community members to support long-term sustainability.

Women’s Transitional House – We shelter women and their children fleeing intimate partner violence and single women in need of a haven. We offer 24-hour support, advocacy, safety plans, referrals, transportation and follow-up.

Father Poullet Men’s Emergency Shelter – FNAFS runs a six-bed, minimal barrier shelter for men, with light meals and food vouchers, clothing, showers, laundry facilities, referrals and transportation to appointments.

Elder’s Wellness Program – We host social activities, support services, and a weekly Elders social at the friendship centre.

Youth Drop-In & Outreach – Our free drop-in gives local youth a safe, non-judgmental space to gather. We offer homework help, life skills training, career planning, game and movie nights, cultural activities, crafts and more.



This page, clockwise from top: Northern drummers, FNAFS staff with youth on National Indigenous Peoples Day, traditional meat drying demo on Indigenous Peoples Day, FNAFS Youth Centre Worker with youth on Canada Day



Previous page: Community members pose in canoe on National Indigenous Peoples Day

Food Bank – We distribute healthy, non-perishable foods on alternating Thursdays to help people get by for a few days. When available, we also offer fresh food.

Community Outreach – Our outreach support includes information, advice, referrals and representation on issues like income assistance, housing, medical applications and legal issues.

Stop the Violence – We use a client-centered, culturally supportive approach to enable empowerment and wellness among women who’ve experienced violence. Our Women of Wellness Group meets monthly, in a safe space at the friendship centre.

Mental Health and Substance Use – FNAFS offers individual and group counselling sessions to support people struggling with substance use or mental health concerns like depression, anxiety, grief or relationship conflict.

Employment, Life Skills, and Training Centre – We help community members seek new education and career opportunities, with life skills training, career planning, resumes, cover letters, interview skills, job fairs and employer networking.

Poverty Legal Advocacy – FNAFS helps community members access income assistance, benefit programs and support services. Our Family Law Advocate can help with child protection, guardianship, child support, divorce, and more.

Victim Services – FNAFS handles the local contract, with the program manager working out of the RCMP detachment to support victims of crime in the Fort Nelson area. Services include critical incident response, criminal justice information, safety planning, referrals and emotional support.



HIV/AIDS Harm Reduction – Our program offers low barrier access to safer sex and drug use supplies, HIV testing kits, onsite fentanyl testing, take home naloxone, needle disposal, one-on-one sessions, and monthly meetings with our harm reduction coach. We share information on proper drug supply use to encourage participation and reduce stigma, disease transmission and overdose deaths.

“We all recognize your devotion spearheaded the growth of this society, from a handful of staff to a major organization in Fort Nelson delivering critical services to our community.” FNAFS Board of Directors, Letter to Linda Ashdown



Making a Difference

“We create a family atmosphere at the friendship centre, where everyone feels welcome and cared for,” says Linda. “A community member said we inspired her to go back to college. We helped an employee with travel costs to study nursing. I’m so proud of these women who never give up and strive to improve their lives.”

Working with AHMA

“We’ve always had a strong working relationship with AHMA,” says Linda. “I call our portfolio manager when we need support and she helps us resolve any issues. AHMA provides great training opportunities. And AHMA’s always been good to us; I expect they are with everybody.”



Traditional Territory Recognition

Fort Nelson Aboriginal Friendship Society works in the Traditional Treaty 8 territory of the Dene, Cree, Dunne Tsaa, Tsáá? Ché Ne Dane, Dene Tha’ and Kaska Peoples, also home to the Fort Nelson and Prophet River First Nations and many Métis people.



Indigenous-led Architecture

Architect Kelly Edzerza-Bapty was the first Indigenous woman from the Tăktăn Nation to attain the Architectural Institute of BC’s designation. She grew up in Fort Nelson and volunteered at the friendship centre as a teen, helping with the after-school youth program. Kelly went on to found Obsidian Architecture, and recently returned to Fort Nelson to design the friendship centre’s new affordable housing development. She’s worked with Linda both times.

“It feels like coming full circle to design for the community I grew up in,” says Kelly. “Our design practice is founded in what I call generational architecture, where structures in Indigenous communities are built to last for generations with features that enable climate resiliency.

“To ensure quality—durability, longevity and thermal protection—the building will have a blanket of insulation *and* outsulation suitable for climate drops to -40C. Each unit will have a heat pump to generate heat and air conditioning. An emergency generator for use in power outages will be the only fossil fuel use at the project.

“We put parking under the building to provide winter cover for elder residents and leave room for outdoor green space, a gazebo and planter beds, since the site is tight.

“With Linda’s Friendship Lodge, our design creates a connection with natural elements, such as interior wood finishing and a saw tooth exterior façade to shift the sun toward the building, maximizing daylight. These nuances help attune us to the natural environment. Apartments will also have built-in millwork to provide ample storage space.”

A local artist will create Indigenous designs in exterior metal work on the building façade, signage and some flooring. The goal is to employ as many local people as possible to build the project.

Supportive Staffing

Meet Keera

Keera began working at the friendship centre in 2020, while completing her undergrad degree and raising three young daughters. In 2023, she faced a pivotal challenge—experiencing intimate partner violence, which began a new chapter as a single parent.

She decided to return to university to get her master’s degree in counselling psychology. Northern Health offered her a secure position with benefits when she graduated. But Keera soon felt the workplace lacked the sense of community and belonging she had found at the friendship centre, where culture, connection and shared values called to her.

Today, Keera is once again part of the FNAFS team, bringing her lived experience, education and compassion to working with clients. Her journey is a testament to the power of resilience, cultural grounding and community.

Meet Hayley

During the COVID-19 pandemic, Hayley decided she wanted to do more to help her community and set her sights on psychiatric nursing. She upgraded some high school courses, enrolled, and left her job, after being advised the course load would be too heavy to manage a full-time job as well.

Unfortunately, her applications for assistance were denied based on previous earnings, and she and her husband struggled to buy groceries and support their three children. Hayley worried she would have to drop out.

Then the friendship centre offered her a part-time position, which helped pay bills and gave her time to focus on schoolwork. Plus, the centre helped pay for weekly travel costs for out-of-town clinical placements, textbooks and equipment like her stethoscope.

Now Hayley is a licensed psychiatric nurse working with Northern Health. When she finishes her yearlong placement, Hayley will return to work in Fort Nelson.



Clockwise from top: Donation to FNAFS Food Bank, FNAFS 50th anniversary celebration, FNAFS staff in ribbon skirts on Red Dress Day, 50-year volunteer Kimb Youb (L) receives recognition plaque from Elder Wellness Coordinator Vanessa Villeneuve, FNAFS Canada dancers win 1st prize, FNAFS Canada Day float also wins 1st prize





AQANTTANAM HOUSING SOCIETY

“In 1992, ʔaḡam Community—then called St. Mary’s Indian Band—established Aqanttanam Housing Society (AHS) to help community members living off reserve, because there wasn’t any housing for them in Cranbrook,” says Cecilia Teneese, AHS Executive Director. “In 1992-94, my predecessors purchased 16 houses and 10 duplexes in the area.”

“Having a home is foundational to everything else—health, security, employment, well-being.” Cecilia Teneese, Aqanttanam Housing Society

Affordable Housing

Over the years, Aqanttanam Housing Society has increased the amount of affordable housing available in the community, serving primarily Indigenous Elders and families, but also open to non-Indigenous people with low incomes:

2220 2nd Street North – We’re redeveloping this site to replace an aging townhouse complex AHS bought in 2008,” says Cecilia. “We invited the local fire department to use the building as a training site before the demolition. And we chose an Indigenous firm, Tawaw Architecture Collective, to integrate Indigenous culture in the building design.

“When the new development opens in late 2027, we’ll be able to provide affordable low-income and market rent apartments for families, in 18 one and three-bedroom units. We’ll connect with other community agencies to offer workshops for tenants in the new multipurpose room.”

Chief Agnes McCoy Centre – The centre is named for the late Agnes McCoy, an elected Chief and respected Elder from ʔaḡam Community, who was also one of the founders of Aqanttanam Housing Society. We opened this building in 2021, with 39 affordable homes for low-income individuals and families. AHS is currently working on a second phase of this development, which will add 20 units next door to the centre in 2027.

Hillcrest Heights – AHS purchased this 12-unit apartment building in 2007. It’s partially subsidized for low-income families and individuals who were homeless or at risk of becoming homeless.

Houses and duplexes – Aqanttanam Housing Society also houses Indigenous families with lower incomes in our single-family homes and duplexes. We were able to relocate some residents from the 2nd Street site into these spaces before the demolition.



From top: Chief Agnes McCoy Centre, heat pumps create energy savings, Yaḡan Nukiy fish trap for catching salmon, new construction at 520A Hurry Ave. NW in Cranbrook



Making a Difference

“We provide culturally safe housing for people who can’t afford the high cost of renting market units,” says Cecilia. “Having a home is foundational to everything else—health, security, employment, well-being. One of my goals is to partner with other community services to increase supports for our tenants.”

Working with AHMA

“We have an excellent working relationship with AHMA,” says Cecilia. “We often reach out for support, especially with the asset management team. With the operating agreements expiring on our houses, we’re working with the team to plan next steps.”



Traditional Territory Recognition

Aqanttanam Housing Society works on the unceded traditional territories of the Ktunaxa First Nations: ʔaḡam, ʔakisḡnuk, Yaḡan Nuʔkiy, and Yaḡit ʔa-knuḡiʔit.



Wanda Dallas Costa



Rendering of Aqanttanam Housing Society's new affordable housing development in Cranbrook.

Indigenous-led Architecture

Architect Wanda Dallas Costa is the first Indigenous woman licensed to practice architecture in Canada. A member of the Saddle Lake Cree Nation, Wanda founded Tawaw Architecture Collective and has over 30 years of experience working with Indigenous communities across North America. She recently designed Aqanttanam Housing Society's new affordable housing development in Cranbrook.

"We use place-based research to ensure culturally responsive outcomes," says Wanda. "We begin with acknowledging the nations within the territory, in this case Ktunaxa nations. We research their architectural history and cultural elements such as beadwork, wood and stone. We look into the languages and ancestral timelines connected to this region.

"Then we validate that place-based research through community engagement to give us direction for the project design. In this territory, language, connection to the land, storytelling, spiritual-ceremonial ways of knowing, and interconnectedness are central to the Ktunaxa worldview and became our design drivers.

"Because this development is affordable housing, we want to be mindful of where we spend money, so we chose a portion of the facade to have high impact with a vine and plant design found in local regalia. Then we create a lot of warmth and connection to nature through the lower level of the building, using wood and stone to bring that indoor-outdoor cultural connection alive."

Language & Land as Teacher Ktunaxa language will appear in signage, way-finding and surface treatments. Wood and stone will mark entries, gathering areas and circulation routes. Views toward nearby mountains will link residents to the land.

Connected Living A ground-level amenity room opens to an outdoor deck for gatherings and cultural activities. Family units on the main floor have patios; upper floors are arranged around a central corridor with landscape views. The landscaping will have native plants, planters, play areas and a fire gathering space.

Storytelling Storytelling is expressed through pattern, material and light. Façade elements, balcony railings and screens draw from Ktunaxa beadwork and teachings. Interior spaces use natural materials and lighting.

"I believe our environments impact us. Indigenous-centric projects need to communicate whose territory you're in and who these people are. I think this embeds an element of welcome and belonging we haven't historically had for Indigenous people in Canada.

"We also believe in starting a cross-cultural dialogue with cultural symbols that differ from typical Western architecture. Maybe someone will ask what the vines mean. We create designs to enable the world-views of Indigenous people to come alive."



From top: AHS office building (shared with House of Hope church), church hall on main floor, children's play area on upper level, AHS meeting area in basement

Tenant Voices

Meet MacKenzie

"My husband became abusive and we had to flee from Fort St. John with just two days to pack," says MacKenzie. "I ended up homeless with my three kids. We moved into my parents' living room in Cranbrook until I could find someplace to live.

"It's so hard to find anywhere remotely affordable to rent, so I applied to all the housing societies and income assistance. Luckily for us, Aqanttanam called back the next day to set up an interview.

"Initially, we were in a three-bedroom townhouse. Aqanttanam has demolished that building to build a new one and was able to move us into a four-bedroom house with our own yard. My two girls, five and a preteen, were sharing a room before and are so happy to have their own rooms now.

"Our family has gone through a hard transition, but we're happy now, settled in our own home. This place means I don't need to rely on my family for a place to live.

"Aqanttanam staff are so knowledgeable and helpful. I've never experienced having such a kind landlord before. Every year, we receive a Christmas card and \$25 gift card for groceries. Everyone is easy to talk with and wonderful about resolving any issues with the house. I'm so blessed."

Meet Danny

"I used to have a roommate in Claydon Villa, the building that got demolished, but he died," says Danny. "Since then, I've been living in a one-bedroom apartment Aqanttanam gave me. It's been good here; people are pretty polite. The kids can be a little loud on weekends sometimes, but it's usually quiet.

"My ex used to get really bad with her drinking. She put lies about me online and caused trouble and pain. I had to get away. Aqanttanam got me out of that situation fast.

"I've been sober for six years. I have a lot of compassion and a soft heart. I try to love everybody as much as I can, which in this world is difficult. I read a lot of scripture; it helps me stay calm. I'm learning you have to pray for your enemies, not just your neighbours.

"It's peaceful here. This is the first time I've had a peaceful place to live and I like it."

Néčəʔmat Leləṃ Committee Advocates for Members

By Committee Chair Rosanna McGregor

Reflecting On 30 Years

We've seen many changes in urban Indigenous housing in the last 30 years, from AHMA's creation in 1996, to devolution 10 years later, and facing mortgage expiry in 2028. AHMA members hoped for a self-government model with devolution, yet we are still advocating for greater autonomy.

With UNH operating agreements expiring in two years, so will subsidies for urban Indigenous housing. We need municipal councils to be our champions for continued funding, through our UBCM resolution. Other levels of government should also take action to preserve this subsidized housing.

Housing delivery has evolved too. AHMA designed complex care housing and wrap-around services as a solution to the increasing complexity of client needs, due to the impacts of intergenerational trauma and toxic drug use. It's expensive, but how much more does it cost to have people in and out of an emergency department and then back on the street? At the 2026 Connective Leadership Gathering, everyone agreed supportive facilities are needed to address homelessness.

Recognition For Reconciliation

Winning the BC Reconciliation Award was a wonderful recognition of AHMA's long-term efforts.

At the event, I had an opportunity to make the case for working directly with AHMA and our members with the Minister of Indigenous Relations and Reconciliation Spencer Chandra Herbert: "AHMA can help government win at reconciliation and resolving homelessness, where urban Indigenous people are overrepresented. We have the expertise. We have a proven track record. Partner with AHMA to achieve results."

Habitat For Humanity Canada

Habitat for Humanity Canada invited me to speak at *Women Building Futures: A Housing Forum on Strong, Inclusive Communities and Climate Resilient Homes in the Pacific*, a conference in Suva, Fiji, as a First Nations woman with experience advocating, developing and leading different types of housing.

Habitat hosted Kaila Wong, AHMA Director of Operations, and me to join, because AHMA is now recognized on the world stage for our contributions to Indigenous housing. We were inspired sharing insights on the interconnected needs of housing affordability, climate resilience, gender equality and Indigenous inclusion, with women from Fiji, Samoa, Solomon Islands, Vanuatu, Tonga, Australia, New Zealand and Canada.

Women in some of these countries need to be empowered to know change is possible; they are living in a political time when women are not allowed to own property locally, one of many issues. My work on Minister Sheila Malcolmson's Poverty Reduction Advisory Committee has given me the opportunity to work with government on legislative change. I spoke about how to create government relations to start that process of change. We are blessed to be in Canada with rights and inclusion.

Advocating For Equity

Friendship centres have a variety of program funding sources and take part in wage studies done by the Community Social Services Employers' Association of BC. Access to this information raises concerns because AHMA members do not receive comparable wages in funding allocated through the *Indigenous Social Housing Management Agreement* with BC Housing.

Consequently, wage parity is an ongoing issue members want AHMA to fight for on our behalf, as a priority within the new strategic plan. AHMA will push BC Housing to prioritize the equity review of Indigenous versus non-Indigenous housing and service provider funding currently underway.

Aspirational Goals

As frontline service providers, we see the daily struggles with poverty, substance use, lack of resources, and long waitlists for services. We need more services to support urban Indigenous people. As Provincial Adviser Larry Campbell completes his work in the Downtown Eastside, we will need more complex care housing providing support for brain injuries due to toxic drugs. I would like to see third-stage housing become a priority for the BC government. And I want governments to recognize the need to partner with AHMA.





Rosanna McGregor
Committee Chair
(Cariboo Friendship Society)



Steve Arnett
(Tillicum Lelum Aboriginal Friendship Centre)



Luanne Ruotsalainen
(Dakelh & Quesnel Community Housing Society)



Margaret Pfoh
Exofficio
(AHMA CEO)

Néčəʔmat Leləṃ Members



2025/26 IMPACT



60

Members Supported



\$96.3M

in funding secured



396

New member
housing units opened



80

New member
shelter spaces opened



264

Training
participants



458

Building assessments
done



4

New partnerships
established



13

Research reports
published

*“AHMA started out 100% dependent on government support;
now, 20% of our funding comes from partners.”*

Margaret Pfoh, AHMA CEO

MEET AHMA'S TEAM

Toyuxsiim, thank you! Our Board of Directors, Nə́čəʔmat Lelə́ŋ Committee members and AHMA employees share a deep sense of duty to supporting AHMA members and urban Indigenous Elders, families, youth and individuals across the province.

Executive Leadership Team

Margaret Pfoh
Chief Executive
Officer
(Gitgaʼat First
Nation)

Nizar Laarif
Director,
Public Affairs

David Silva
Director,
Asset Strategies

**Lloyd (Tag)
Taghavi**
Chief Financial
Officer

Kaila Wong
Director,
Operations
(Cree-Sioux/
Taishan)

Employee Team

Atoine Archie, Manager, Capital Projects
(Tsq̓ésceŋ First Nation)

Katie Baird, Clinical Supervisor/Educator

Justeen Barnes, Portfolio Manager (Métis)

James Bourque, Housing Condition Advisor
(Métis)

Stacey Bourque, Revitalization Manager

Lance Brommeland, Portfolio Condition
Manager

Lauren Brown, Senior Research & Policy
Analyst

Lucy Byrne, Portfolio Manager

Patrick Caraher, Portfolio Planning and
Development Specialist (Métis)

Andrea Carter, Manager, Training and
Evaluation

Crystal Cox, Portfolio Manager (Secwépemc
Nation)

Deanna Daniel, Project Coordinator, Capital
Projects (Stʼatʼimc Nation)

Richard Dyble, Project Manager (Métis)

Sandra Eatmon, Portfolio Manager (Métis)

Courtney Ellis-MacDonald, Project
Coordinator, Portfolio Planning &
Development (Sayisi Dene First Nation)

Sharilyn Erickson, Executive Assistant
(Nakʼazdli Whutʼen)

Krista Ferguson, Development Manager

Terri Fortune, Gender-Based Violence Policy
Analyst (Haida Nation)

Sara Fralin, Manager, Engagement and
Technical Services

Dave Garcia, Manager, Portfolio Planning &
Development

Cailan Gardner, Senior Communications
Specialist (Stó:lō Nation)

Nicholas James, Energy Program Advisor

Sue Lee, Senior Financial Services Specialist

Tiana Lewis, Development Manager
(Squamish Nation)

Liane Lawrence, Portfolio Manager

Jasmine Loewen, Revitalization Coordinator

Elnaz Masoumi, Administrative Assistant

Connie Matsui, Business Administration
Manager

Kelly McCarty, Revitalization Coordinator

Krysta Mckay, Project Manager (Métis-
Chakastaypasin)

Alex Medina, Health Policy Analyst

Kelly Moon, Communications & Justice
Strategies Leader

Matthew Morin, Communications
Coordinator (Métis)

Louis Napope, Housing Condition Advisor
(One Arrow First Nation)

Trevor Norris, Project Manager (Kitigan Zibi
Anishinabeg First Nation)

Kleio Pardoe, Housing Operations Coordinator

Monica Ramon, Housing Operations Manager

Saba Rezaie, Financial Services Specialist

Shahed Shafazand, Energy Project Advisor

Jacki Skeet, Revitalization Project Manager
(Métis)

Board of Directors

Gary Wilson President
(Region 4 – Vancouver Island,
Heiltsuk Nation)

Blake Scott Vice President
(Region 5 – Vancouver Coastal)

Trevor Morrison Treasurer
(Region 1 – Northern BC,
Gitxsan Nation)

Maria Martin Secretary
(Region 2 – Cariboo Chilcotin,
Heiltsuk Nation)

Mike Daigle Director
(Region 3 – Thompson Okanagan)

Chaslynn Gillanders Director
(Region 6 – Fraser Valley,
Nisgaʼa Nation)

Michelle Miller Director at large
(Tahltan and Kaska Nations)

Bryan Sluggett, Senior Data &
Evaluation Specialist

Carlo Vijandre, Project Manager

Bailey Waukey, Strategic Advisor,
Youth Engagement & First Nations
Relations (Ojibwe-Mohawk)

Jena Weber, Policy Manager

Judith Wesley, Training and Capacity
Specialist (Gitxsan Nation)

Cindy Williams, Financial Client
Services

Andy Wong, IT Coordinator

Karin Zylstra, Capacity Building
Specialist & Diverse Abilities Project
Lead

Revenues

BC Housing grants	\$93,214,254
Ministry of Health – Complex care	\$9,250,000
Other grants	\$1,726,110
Interest	\$1,502,444
CMHC grants	\$142,811
Tenant rents	\$105,910
Transfer to deferred revenue	\$(9,644,892)

\$96,296,637 TOTAL

Expenses

Subsidy payments	\$76,297,169
Complex care health program distributions	\$7,136,940
Salaries and benefits	\$6,213,216
CMHC co-investment program distributions	\$2,801,146
Housing investment program distributions	\$763,328
Conferences, gatherings and sponsorships	\$465,115
Staff travel	\$455,562
Professional fees	\$454,476
Fraser Health program distributions	\$407,299
IT Consultants	\$306,693
Contracted services	\$237,096
Rent	\$220,023
CMHC seed funding program distributions	\$163,621
Amortization of tangible capital assets	\$110,479
Office	\$102,882
Insurance	\$93,965
Repairs and maintenance	\$82,346
Training	\$61,827
Telephone	\$44,465
Property taxes	\$27,998
Public relations	\$24,404
Utilities	\$10,804
Professional development	\$9,644
Assessment funds program distributions	\$4,585
Bank charges and interest	\$2,781

\$96,497,864 TOTAL

\$(201,227)
EXCESS (DEFICIENCY) OF
REVENUES OVER EXPENDITURES

AHMA
FINANCIAL
REPORT

Year ended March 31, 2026

Summary of Financial Statements

	2026	2025
ASSETS		
Cash	\$52,690,612	\$53,232,622
Capital Assets	\$1,436,374	\$1,792,744
Other	\$15,944,374	\$4,692,160
	\$70,071,360	\$59,717,526
LIABILITIES		
	\$64,646,694	\$53,799,390
NET ASSETS		
Operating	\$3,988,292	\$4,125,392
Capital Assets	\$1,436,374	\$1,792,744
	\$5,424,666	\$5,918,136
CHANGES IN CASH		
From operating activities	\$(90,748)	\$1,634,845
Changes in non-cash working capital account	\$25,658,830	\$2,093,429
Cash from financing and investing activities	\$(26,110,092)	\$(45,003)
Net increase in cash	\$(542,010)	\$3,683,271

AHMA's audited financial statements are available on request.

*“AHMA is celebrating three decades of
community-led action to advance housing
justice and uphold Indigenous rights.”*

AHMA CEO **Margaret Pfoh**



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