

Maa'too'maa'taapii Aoko'iyii'piaya Indigenous Housing Engagement

What We Heard Report

June 2025





Thank You & Acknowledgments

On behalf of the organizing team, we extend our heartfelt thanks to everyone who joined us for the *Maa'too'maa'taapii Aoko'iyii'piaya – Indigenous Housing Engagement* on June 2, 2025 at the Grey Eagle Resort & Casino. This gathering was about more than housing—it was about community, relationships, and the shared commitment to creating a future where Indigenous-led solutions are supported and celebrated in Calgary.

With deep gratitude, we acknowledge:

Our Elders Advisory Committee, who guided this process with wisdom, humility, and strength:

- Jackie Bromley
- Carol Wings
- Diane Meguinis
- Grant Britton
- Mina Powderface

Our Emcee, Sarah Good Medicine, whose grounded presence and powerful voice carried us through the day with warmth, respect, and purpose.

To All Attendees:

Your presence, stories, ideas, and courage shaped every conversation and made this gathering possible. Thank you to each of the organizations and Nations represented, including:

- | | |
|--|---|
| • Elbow River Healing Lodge (AHS) | • Urban Society for Aboriginal Youth (USAY) |
| • Nitooyis | • Kainai Nation |
| • Calgary Aboriginal Urban Affairs Committee (CAUAC) | • Piikani Nation |
| • Treaty 7 Urban Housing | • Chiniki First Nation |
| • Métis Capital Housing Corporation | • Tsuut'ina Nation |
| • Miskanawah | • Goodstoney First Nation |
| • Aboriginal Friendship Centre of Calgary (AFCC) | • Stoney Nakoda-Tsuut'ina Tribal Council (G4) |
| | • Otipemisiwak Métis Government |



- Métis Calgary Family Services (MCFS)
- Siksika Off-Reserve Affordable Housing (SORAH)
- Nohkohwaa Family and Youth Centre
- Natoysoyoyiis (SAIT)
- Oxford House
- Our Nation Housing
- Elizabeth Fry Society
- Highbanks
- Discovery House
- Aboriginal Futures
- National Indigenous Homelessness Council
- Canada Mortgage and Housing Corporation (CMHC)
- Housing, Infrastructure and Communities Canada (INFC)

And the many dedicated teams from:

- City of Calgary – Planning & Development Services
- City of Calgary – Real Estate & Development Services
- City of Calgary – Indigenous Relations Office

A special thank you to all who:

- Shared stories and experiences
- Participated in breakout and panel discussions
- Brought forward ideas and critiques
- Stayed open-hearted and hopeful for what we can build together

Your engagement is a testament to the strength, knowledge, and resilience of Indigenous communities. We walk forward with renewed purpose, guided by the belief that **affordable housing is not just a structure, but a path to healing, connection, and sovereignty.**

In unity and respect, thank you.

We look forward to continued collaboration as we move from ideas to action—together.



Context & Purpose

On June 2, 2025, The City of Calgary hosted the Maa'too'maa'taapii Aoko'iyii'piaya Indigenous Housing Engagement at the Grey Eagle Resort & Casino. Indigenous Nations and Indigenous housing providers in Calgary and across Treaty 7 were invited to attend. The event was dedicated to dialogue, collaboration, and shared solutions.

The purpose of this gathering was to share information about upcoming City of Calgary funding and land programs for affordable housing and, most importantly, to listen and learn from Indigenous Nations and Indigenous housing providers.

Over the course of the day, participants were asked to provide feedback on The City's forthcoming Maa'too'maa'taapii Aoko'iyii'piaya funding program, as well as identify what steps The City should take to support the development of Indigenous-led affordable housing in Calgary.

This report summarizes the feedback participants shared.

Overarching Themes

Funding Gaps	Programs must support planning, construction, and ongoing operations.
	There's a call to scale funding in line with actual needs.
Community-Led & Inclusive Planning	Continue to be Indigenous-led throughout all stages.
	Must involve direct Nation engagement , especially Treaty 7.
Access & Equity	Streamline processes to ensure small and rural organizations aren't left out.
	Consider equity-based distribution (e.g. population size, historic underfunding).
Need for Long-Term Action	Ensure this is not just a 3-year pilot.
	Build long-term infrastructure, partnerships, and policy alignment.



What We Heard

Feedback on the Maa'too'maa'taapii Aoko'iyii'piaya Funding Program

What is working well?

There is strong support for the Indigenous-led and designed approach of the Maa'too'maa'taapii Aoko'iyii'piaya Funding Program. Participants appreciate the thoughtful two-stream structure, flexibility in project design, and the City's openness to feedback and collaboration. The ability to stack funding and build partnerships with other government bodies is seen as critical, and there is enthusiasm for future expansion to include land affordability and retrofit eligibility. Overall, community sentiment is that this is a promising and respectful foundation for long-term Indigenous housing development.

1. Indigenous-Led, For-Indigenous, By-Indigenous (FIBI) Approach

- Strong and consistent support for the **Indigenous-led nature** of the program.
- Praise for the **FIBI model** over retrofitting existing programs to suit Indigenous needs.
- The **51% Indigenous board representation** requirement is widely seen as powerful and meaningful.

"Nothing for us without us is wonderful."

"Love the FIBI and the board percentage."

"Ensuring Indigenous communities have control over housing solutions is critical."

2. Program Design & Structure

- **Two-stream design** (Engagement/Planning and Construction/Development) is seen as thoughtful and well-structured.
- Supports both **early-stage planning** and **capital development**, which is appreciated.
- **Few application restrictions** make it accessible to a broader range of groups.



“Well-designed and well-intentioned.”

“Layers of opportunity—initial legwork followed by development.”

3. Funding Coordination & Stackability

- Applauded for enabling **stacking with other City programs** (e.g. HIP).
- Seen as a wise step to reduce **application fatigue** and leverage multiple funding sources.
- Reference to **City of Edmonton’s infrastructure funding + cap** as a helpful model.

“Ability to stack the Indigenous program with other City housing funding is huge.”

“Critical to reduce the burden of seeking multiple sources.”

4. Early Support for Land & Retrofit Efforts

- Some support expressed for **land affordability being part of future phases**, such as linking with the Non-Market Land Sale Program.
- Emphasis on including **large-scale renovations and retrofits** in eligibility.

“Reconsidering eligibility for retrofits would be beneficial.”

“Land affordability is a valuable next step.”

5. Engagement & City Staff Responsiveness

- Strong praise for **City staff**, especially their **responsiveness, transparency, and willingness to receive feedback**.
- **Information sessions, workshops, and open Q&A** were highly valued.

“Appreciate the engagement and planning dollars.”

“The City team was amazing—transparent and community-focused.”

6. Relationship Building & Collaboration

- Importance of **ongoing consultation** and **collaboration** with Treaty 7 Nations and urban Indigenous communities.
- Support for **more collaborative events**, Elder engagement, and stronger Nation-to-Nation partnerships.

“Work with each tribe directly—Kainai, Peigan, Siksika.”



“Elder input and guidance from each tribe is essential.”

7. Early Excitement & Optimism

- While many acknowledged the program is still in its early stages, they feel optimistic.
- Repeated sentiment: **“This is a great start.”**
- Participants excited about the potential for growth, inclusion, and long-term Indigenous housing solutions.

“A breath of fresh air.”

“Excited to see what comes of this.”

“The community coming together to prioritize housing is inspiring.”

8. Program Accessibility & Inclusion

- Appreciation for eligibility criteria that allow **autonomy** and **creativity** within Indigenous organizations.
- Support for the **inclusion of commercial space** in developments and diverse project types.
- Hopes for **scattered site housing**, not just centralized projects.

“Glad there’s autonomy in defining eligibility.”

“Scattered housing across the city is important.”

What are opportunities for improvement?

Participants raised several improvement areas for the funding program. These include making the application process more accessible, increasing the total funding, enabling operational cost support, and ensuring transparent, equitable distribution. Stakeholders highlighted the importance of long-term sustainability, meaningful collaboration, and a stronger commitment to capacity building and Indigenous-defined housing solutions.

1. Application Process & Accessibility

- Application process, especially for **Stream 2**, is seen as complex.
- Smaller or under-resourced organizations may struggle to access funding.
- Calls for **flexibility in eligibility criteria**, e.g. 50/50 boards.



- **Language is too complex**; need for plain-language materials and toolkits.
- **Toolkits, templates, and example applications** requested to support new and smaller organizations.
- Desire for **application amendment windows** after initial submission.
- **More transparency** about funding criteria, evaluation, and timelines.
- Clarify **eligibility for both streams**, partnership models, and 51% board criteria.

“Need plain-language guides and training for new applicants.”

“Feels like a competition, not a collaboration.”

2. Funding Amount & Distribution

- **\$30 million is seen as insufficient** given land, construction, and operating costs.
- \$75K/year for Stream 1 **insufficient for meaningful engagement**.
- Funding often only benefits a few large, well-resourced organizations.
- Request for **scalable allocation** (e.g., large, medium, small projects).
- **Concern over ‘first-come, first-served’** model disadvantaging smaller agencies.

“\$28M might fund only 1–2 buildings.”

“Spread funding proportionally based on project size or community need.”

3. Eligibility & Equity

- Eligibility rules (e.g., **51% board**) are a **barrier for youth-led or non-urban groups**.
- Call for **flexibility or phased approaches** for Indigenous-serving organizations not meeting exact criteria.
- **Urban Indigenous individuals** often overlooked when funds are directed only to Nations.
- Proposals for **proportional allocation based on population size** (e.g., Blackfoot).

“We serve Indigenous people but don’t meet the board requirement—what about us?”

“Allocate funding based on community population data.”

4. Land Access & Zoning

- Lack of access to affordable, **suitable land is a major obstacle**.
- Requests to **link with Non-Market Land Sale program**.
- Desire for land in **connected, diverse neighbourhoods**, not isolated areas.



“City should set aside better-situated land, not just the land no one wants.”

5. Operational & Long-Term Viability

- **No support for operational costs** (e.g., staff, cultural programs, utilities) is a critical gap.
- Sustainability (maintenance, rent subsidies, staff) is **not supported**.
- Need for **funding sustainability**, including wrap-around services and culturally safe programs.
- Interest in **mixed-market models** to help offset long-term costs.

“It’s not enough to build—we need to run it, too.”

“Where’s the support for cultural or wraparound programs?”

6. Capacity Building & Education

- High demand for **training on housing development, fundraising, and government funding processes**.
- Requests for **Indigenous-led housing workshops, peer mentorship**, and shared learning models.
- Need for **funding navigators or technical support**.

“Success in Western housing comes with experience—what about us just starting out?”

7. Program Coordination & Stackability

- Strong call for **streamlined processes with federal and provincial funders** (e.g., CMHC, GoA).
- Request for **support to coordinate funding timelines**, reduce red tape.

“City should act as a true partner, not just a banker.”

“Help us coordinate applications across governments.”

8. Affordability Standards

- CMHC standards seen as **colonial and unrealistic**.
- Deep affordability (e.g., based on **net income, not gross**) should be prioritized.
- **\$1600/month is not affordable** for most clients; need Indigenous-led affordability models.



“CMHC isn’t even involved in Indigenous housing—why use their numbers?”

9. Inclusion, Representation & Fairness

- Concerns about **tokenism** and lack of real decision-making power for Indigenous groups.
- Desire for **youth panels**, **Elder input**, and **meaningful representation** across governance.
- Frustration with feeling that **larger or non-Indigenous organizations will dominate** funding.

“Don’t just check a box—include us in shaping the program.”

10. Partnerships & Collaboration

- Support for **collaborative applications** and partnerships across Indigenous and non-Indigenous organizations.
- More **networking opportunities**, **cross-agency collaboration**, and relationship-building.

“Support joint proposals with clear roles and shared benefits.”

11. Transparency, Communication & Feedback

- Requests for:
 - Transparency on **funding decisions**
 - Public **updates on who received funding**
 - Clear communication channels with **City staff**
- **Ongoing engagement** needed (e.g., Nation-to-Nation updates, community check-ins).

“Keep communication going—don’t just collect feedback once.”

12. Other Practical Barriers

- **Red tape** with City permits, approvals, and timelines slows progress.
- Lack of **supportive housing models**, especially for youth, women, and people in recovery.
- Need for **larger unit sizes** and housing that fits **cultural/family structures**.

“Permits and planning delays hurt momentum.”



“One size does not fit all—unit size and design matter.”



What Participants Would Like to See

This section summarizes responses participants shared to the question: “**What would you like to see The City of Calgary do to support Indigenous-led affordable housing in Calgary?**”

1. Shift in Worldview & Approach

- **Reframe housing** as more than shelter—as **community, connection, and cultural restoration**.
- Move away from an over-reliance on **Western frameworks** and incorporate **seven generations thinking**.
- **Center Indigenous worldviews** in planning, design, and delivery—not as an add-on, but as a foundation.

“There isn’t an underrepresentation of Indigenous worldviews—there’s an over-representation of Western ones.”

2. Expand Scope Beyond Construction

- Fund **operational costs**, including wraparound supports, staffing, cultural programming, and maintenance.
- Include **rent subsidies, land access, and homeowner assistance** (e.g., downpayment support).
- Fund a broader range of housing (e.g. for youth aging out of care, homeless individuals, single parents).
- Offer **support for post-treatment, re-unification, and justice-involved housing**.

“The first step is housing. But it’s much more—it’s about building a life, a way of living.”

3. Build Stronger Partnerships

- Work **collaboratively with Federal and Provincial governments**.
- Connect with **Indigenous-led NPOs and Indigenous contractors**.
- More **consultation with individual Nations** to respect sovereignty and needs.
- Prioritize **collaborations with Treaty 7 Nations** and **urban Indigenous-serving agencies**.
- Create **incentives for Nations to work together**, not compete.
- Collaborate with all orders of government to **coordinate and align funding**.



“One of the biggest barriers is us not working together. Let’s focus on what we can do together.”

4. Indigenous Workforce & Partnerships

- Ensure **employment opportunities** for Indigenous workers during construction.
- Partner directly with **Treaty 7 Nations**, including Blood/Kainai, Siksika, Piikani, Stoney Nakoda, and Tsuut’ina.
- Include **Elders and youth** in planning and feedback loops.

5. Invest in Education, Capacity & Tools

- Develop **workshops, mentorships, and toolkits** for new and smaller Indigenous-led organizations.
- Create a **resource library** for housing development, fundraising, and governance.
- Provide **grant-writing supports** and staff training to help groups apply confidently.

“Many of us are new to this—build the next generation’s capacity.”

6. Foster Cultural Safety & Community

- Embed **cultural supports** in housing projects.
- Avoid pan-Indigenous approaches – **recognize Nation-specific needs**.
- Ensure housing supports are:
 - **Status-blind**
 - **Culturally safe**
 - **Responsive to diverse Indigenous populations**
- Invest in **community-building** alongside housing to reconnect people with traditional ways of life.
- Encourage **services that heal intergenerational trauma** and build belonging.

“The City must understand what community means to us.”

7. Sustainability & Long-Term Commitment

- Expand beyond the current **3-year window** to support longer-term (7+ year) housing goals.
- Repeated suggestions to **scale the funding** to match the **\$1.7B need**.
- Advocate for increased investment.
- Include **maintenance and sustainability planning** from the start.



“Think long-term. This is about our children’s children.”

8. Engage All Voices – Continuously

- Host **inclusive engagement sessions** for:
 - Elders
 - Youth
 - Parents
 - Those aging out of care
 - People exiting justice systems
- Support **more ongoing, transparent engagement**.

“Include everyone—from the homeless to students and working families.”

9. Policy, Zoning & Regulatory Reform

- Advocate for **multi-unit zoning across all residential areas**.
- Address **resistance to densification and infill**—shift the conversation from property value to **human rights**.
- Consider **land trusts and carve-outs** for Indigenous housing in new developments.
- Suggestions to create **land bank programs** and **rental rate regulations**.
- Better access to land within city limits for Indigenous housing projects.

“How do we get Calgarians to stop treating housing like an investment and start seeing it as a right?”

10. Action, Not Just Advocacy

- Be **less political**, more action-oriented.
- Provide **letters of support for operational and capital funding** to other governments.
- Take an **active role in advocacy** with provincial and federal partners.

“We need a partner who walks with us, not just a funder.”

11. Ideas for Immediate Action

- Develop a **central housing resource portal**.
- Fund more **cultural competency training** for City staff and service providers.
- Create **youth and Elder panels** for ongoing program design.
- Build **Indigenous-led land development plans**.



- Create **tracking and data systems** to measure Indigenous housing outcomes in Calgary.

“Monitor where funds go—make sure they’re reaching the right people.”

Key Requests Summary

Action Area	Examples of What’s Needed
Funding	Operational costs, rent subsidies, homeowner support
Capacity	Workshops, resource libraries, toolkits
Policy	Zoning reform, long-term commitment, land access
Community	Support culturally grounded and community-led housing
Engagement	Include diverse Indigenous voices in planning and oversight



Panel Discussion: Barriers and Opportunities for developing “For Indigenous, By Indigenous” housing in Calgary

Panel Discussion with:

- **Jackie Bromley**, member of the Kainai Nation, Housing Solutions Elders Advisory Committee member
- **Diane Meguinis**, member of the Tsuut’ina Nation, Housing Solutions Elders Advisory Committee member
- **Winter Copeland**, Acting Director of Operations, Aboriginal Friendship Centre of Calgary
- **Shannon Johansen**, Executive Director, Highbanks Society

Question 1: What does it mean for housing to be “For Indigenous, By Indigenous”?

- Indigenous communities are best positioned to design, develop, and manage housing that meets their specific needs and values. “For Indigenous, By Indigenous” means supporting Indigenous self-determination and the right to develop their own housing solutions.
- Look at what is in the [United Nations Declaration on the Rights of Indigenous Peoples \(UNDRIP\)](#). Being Indigenous is collective, not the individual status that was created by the Indian Act. Communities have survived through collective action. The only way to manage this issue short-term is in a collective manner. Having just one project for Indigenous people is not the way forward—every Nation should be at the table.
- Self-governance and community healing needs to be on the forefront. Across the housing spectrum there is vulnerability, which is where people find strength. We are too focused on the individual instead of looking at things holistically (looking at the community, parents and children all together). We can gain success by putting more protective factors in place.
- Need to allow for those experiencing homelessness to have a voice. We need strong organizations that are willing to partner together in a good way—willing to walk the walk and talk the truth (not just lip service). We need to monitor the organizations receiving this money or the money should be taken away and granted to



organizations that are doing the work appropriately. We need to re-vamp the way we do business if we truly want to do For Indigenous, By Indigenous.

“Decision-making power.”

“Collective healing and drawing on strengths.”

Question 2: How does “For Indigenous, By Indigenous” show up in design, building, program managers, supports, etc.? What different aspects would you like to see in housing that is “For Indigenous, By Indigenous”?

- Homes that allow for extended family living, gathering space, natural light. Building practices that allow for Indigenous contractors, builders, etc. Residents who are in/leaving care, Elders, those returning from justice system. Providers who are Indigenous-led—organizations that understand community needs and trauma-informed care. Supports such as Elder circles, language classes, and wholistic wraparound services that treat the root causes and not just the symptoms.
- Some people have challenges because they’ve never lived in a city before. It seems like Indigenous people are always the ones trying to do reconciliation, but the responsibility doesn’t lie with them when they were the ones who were and are victimized.
- All things need to be considered—which demographic, what are the needs of the tenants who are going to be living there, who actually gets housed there, are the NSQs (Needs and Services Questionnaire) being met, who manages the building, what sorts of programming are we talking about (single mothers, someone on the street in addiction). There is always room for collaboration. Healing is forefront, second is self-governance, ensuring it is culturally relevant, with relationships to land and community.
- Some programs are meant for Indigenous people, but that’s not what always happens. This is why monitoring of funding programs is key. We need to consider some traditional practices within the spaces and need to have a safe, confidential space to support healing without the need for cameras and constant monitoring that undermines the work being done.

“It’s about returning ownership”

“Empower people, especially youth, to have a voice for what they need.”



Question 3: What are some of the barriers you’ve encountered when trying to create or advocate for more affordable housing for Indigenous people? What makes this work difficult?

- Colonial systems, government policies, and funding are complex and disconnected from Indigenous ways of knowing. Many programs don’t allow for cultural elements and lack trust (historical and ongoing). There’s tokenization, lack of access to affordable or appropriate land within City limits, and capacity issues in community organizations that are overworked and underfunded. The systems were not built for Indigenous people and often expect them to fit into someone else’s model.
- We don’t have reliable data, and this issue is widespread. Need to have an audit of all the Indigenous organizations in Calgary—how many are overlapping, and how many are trying to do the same thing?
- Calgary is pretty full. Building homes takes money—where are organizations going to find more land? There’s a lot of red tape and paperwork in the application process. The City’s addition of oral presentations is a beautiful touch and appreciated. The biggest constraint is the dollar.
- The ability to provide services with the housing that are relevant to those served. This comes from support from the community and Elders. Voices often get lost and we need to make sure services are working for those being served; if it’s not working, then why is it being done? People are hesitant to disclose their status/access systems (e.g., a young single mother with an incarcerated ex) in case their child gets taken away. We need to support the smaller organizations doing specialized work. We need to dive deep into what is working and what is not.

“Being expected to fit into someone else’s idea of what is best for our people.”

“The whole system needs to work differently.”

Question 4: We know that when Indigenous people make recommendations to government, these recommendations/ calls to action have to get repeated 5, 10, 20, 30 years later. 30 years from now, where do you want us to be in terms of housing for Indigenous people in Calgary? What are your hopes for future generations?

- Indigenous families living in dignity with housing as a basic human right. Intergenerational housing with Elders. Indigenous-designed neighborhoods with cultural spaces (green space, places of gathering). Indigenous ownership/management of funding. Young people with culture, love, and opportunity. No need to unlearn shame or intergenerational trauma because they



were raised in places of pride. Language and teachings a part of everyday life in homes and neighborhoods. Children who won't know what it's like to be homeless on their own land.

- Buildings that are suitable for the climate/extreme weather. Some of their land given back tax-free. See Article 21 of UNDRIP.¹
- All of the Indigenous population housed. Traditional ways of knowing restored—families harvesting and using traditional medicines, sitting with Elders and learning about teachings and community. Indigenous people knowing they have the self-determination to persevere
- Homelessness doesn't define you. A community of support is needed to make a difference in people's lives. Hope for all Indigenous people in Calgary to experience the privilege of living generationally with family.

“Young people know the sky is the limit.”

“Raised in places of pride.”

“Looking back and saying, ‘we built this.’”

¹ Article 21 of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) states: (1) Indigenous peoples have the right, without discrimination, to the improvement of their economic and social conditions, including, inter alia, in the areas of education, employment, vocational training and retraining, housing, sanitation, health and social security. (2) States shall take effective measures and, where appropriate, special measures to ensure continuing improvement of their economic and social conditions. Particular attention shall be paid to the rights and special needs of indigenous elders, women, youth, children and persons with disabilities.



Feedback on the Event Itself

What Participants Liked

- The event was **well-organized, engaging, and informative**.
- Strong praise for the MC and speakers (especially Sarah Good Medicine).
- Information sessions were **helpful and well-organized**.
- Open Q&A, presentations, food, Elders' presence were appreciated.
- Desire for more events and **ongoing engagement opportunities**.

Suggestions for Improvement

- **More time for engagement and discussion.**
- Include **youth perspectives**, not just Elders.
- Offer **virtual options** and **printed materials**.
- Suggest holding events **more frequently** and with **clear follow-up mechanisms**.



Next Steps

The Housing Solutions team is working on updating the draft guidelines for the Maa'too'maa'taapii Aoko'iyii'piaya Funding Program. Housing Solutions also met with the Elders Advisory Committee on June 19, 2025 to discuss changes to the program in response to feedback received on June 2nd.

Key changes Housing Solutions is exploring include:

- Supporting mixed-market projects through this funding program to better support long-term operating sustainability
- Adjusting affordability requirements to align with 2021 census data on income specific to Indigenous people in Calgary, instead of aligning with the aggregate income data for all Calgarians

While funding for this program is limited to \$30M at this time, Housing Solutions continues to explore options to support Indigenous-led projects across all Housing Solutions programs.

Participants, as well as representatives of Indigenous Nations and Indigenous organizations in Calgary who were unable to attend the June 2nd event, are invited to share any further feedback on the program no later than July 18, 2025.



Calgary



Appendix A: Agenda



Maa'too'maa'taapii Aoko'iyii'piaya - Indigenous Housing Engagement

Monday, June 2, 2025, 9:00 a.m. – 4:30 p.m.

Grey Eagle Resort & Casino



AGENDA

Time	Item
9:00 – 9:30	Breakfast & Registration
	Opening Prayer & Remarks (30 minutes)
9:30 – 10:00	<ul style="list-style-type: none"> - Emcee Welcome (Sarah Good Medicine) - Opening Prayer (Jackie Bromley) - Welcome & Opening Remarks (Reid Hendry & Samantha Efthimiou) - Opening Song & Drumming (Adrian Goulet)
	Presentation on a New Funding Program to support Indigenous-Led Affordable Housing in Calgary: Maa'too'maa'taapii Aoko'iyii'piaya (20 minutes)
	Breakout Sessions (25 minutes)
10:00 – 11:20	<ul style="list-style-type: none"> - What aspects of this program are working well? - Where do you see opportunities for improvements?
	Report Back (15 minutes)
	Group Q&A (20 minutes)
11:20 – 11:35	Coffee Break & Networking (15 minutes)
11:35 – 12:15	Housing Solutions “Open House” (40 minutes) with Audience Q&A <ul style="list-style-type: none"> - Introduction and overview of what The City is doing on housing
12:15 – 1:15	Lunch (1 hour)
1:15 – 2:00	Keynote presentation: Aboriginal Friendship Centre of Calgary (AFCC) (45 minutes) with Audience Q&A
2:00 – 2:45	Panel Discussion: Barriers and Opportunities to Developing “For Indigenous, By Indigenous” Affordable Housing in Calgary (45 minutes) with Audience Q&A
2:45 – 3:00	Coffee Break & Networking (15 minutes)
3:00 – 3:30	Plenary Group Discussion (30 minutes) <ul style="list-style-type: none"> - Biggest opportunity where you would like to see action from The City of Calgary
3:30 – 3:45	Closing Remarks (10-15 minutes)
3:45 – 4:30	Final raffle prize draw(s) & Networking (30 minutes)

Raffle prizes will be drawn throughout the day.