Data That Makes a Difference
2nd Annual Canadian Homelessness Data Sharing Initiative

May 18, 2017, School of Public Policy | University of Calgary Downtown Campus | Calgary, AB

Calgary Homeless Foundation, School of Public Policy

Minutes

7:45 am – 8:30 am	Registration & Buffet Breakfast	-
8:30 am – 8:35 am	Opening Prayer	**Jackie Bromley**; Traditional Knowledge Keeper, Awo Taan Healing Lodge Society
8:35 am – 8:45 am	Welcome Remarks	**Ron Kneebone**; Scientific Director, Area Director, Economic & Social Policy, The School of Public Policy, University of Calgary

Cost Effectiveness of Supportive Housing Programs – Ali Jadidzadeh

8:45 – 9:15 | Senior Researcher, Calgary Homeless Foundation

Study investigates the impact of supportive housing programs on public service utilization for people experiencing homelessness in Calgary, Alberta. Employed data on 2621 clients placed in supportive housing programs between 2012-2015 fiscal years, and assessed the interaction of each client with health and justice systems before and after joining the programs. Finally, estimated the dollar value of cost-saving associated with placement of clients in different supportive housing programs (family, youth, singles).

- Literature review has been done
- April 1, 2012 – March 31, 2016 (4 Years) – 2621 individuals
- Every 3 months = assessments
- Rate of reduction following exit of housing first programs
- 47% female, 53% male, 56% Caucasian
- Different types of housing first programs
- In move-in assessments, clients report their interactions with health/legal systems in the past 12 months. We divided the numbers by 4 to have quarterly data.
- Appearances in court, days spent in jail, interactions with police
- First 3 months (45 Months):
  - Hospital days -64% (-64%)
  - Hospital times -16% (-30%)
  - Emergency Room Times -7% (-22%)
  - EMS Times 1% (-14%)
- Every night spent in hospital costs an average of $1,414, hospital visits cost $840
- Legal costs are more challenging because of the warrant cycle. Cost of warrant incarceration cycle, full cost = $1375.71 (CPS)
- Next steps: find out supportive housing costs. Calculate reduction of health/legal system utilization for different clients in different programs. To do so we use negative binomial and Poisson models for count panel data.

Questions:

1. A lot of homeless people experience episodic cycles. Does this research capture this data?
2. What about end of life care? First 3 months of 2017, 2% of people accessing the Calgary Drop In's health systems are now dead. Very complex. Are you looking at this?
3. Do you have any hypothesis about positive and negative interactions with health and legal systems?
4. Any acuity in the data?
5. Perhaps missing the positive health interactions because that would take place in a clinic? Less expensive as well.

2016 HPS Point-in-Time Count: Key Findings and Future Research – Patrick Hunter

9:15 – 9:45 | Policy Analyst, Homelessness Partnering Strategy, Employment & Social Development Canada

Point-in-Time counts are used by many communities to inform service priorities and measure progress in reducing homelessness. The first nationally coordinated PiT Count took place in 2016, with 32 participating communities. This yielded several key findings and raised questions for discussions pertaining to chronic and episodic homelessness, defining and measuring hidden homelessness and trajectories for women and men.

- 32 communities, 2000+ volunteers, 250+ shelters and transitional facilities, 350+ community partners.
- Key Findings: report online
    - Non shelter users: Have you stayed in an emergency shelter in the past year? Use this question as a starting point to understand these characteristics. 25.5% of respondents had not used a shelter in the past year. Also looking at shelter users by age, the older you are, the more likely you are using the shelter system. Youth are more likely to not admit they use shelters.
        - Roughly 1/3 of people experiencing unsheltered homelessness on the night of the count reported not having used a shelter in the past year.
        - Data gap: longitudinal data
    - Chronic and episodic: Over the past year, how much of the time have you been homeless? Over the past year, how many different times have you experienced homelessness? 34% Temporary (< 6 months & < 3 months). 57% Chronic (6+ months over the last year). Episodic (3+ episodes/past year &, < 6 months).
        - Why did so few respondents report episodic homelessness compared to shelter use data? PIT vs. shelter data. Self-report (homelessness outside of the shelter system)
        - 31% long duration multi episode, 35% long duration single episode, 23% short duration single episode
        - Reasons for housing loss: most common response was addictions and substance abuse.
- Is there a distinction within chronic homelessness? What happens between episodes?
- What are the implications for the understanding of episodic homelessness (short duration)?
- Additional questions being added to 2018

Questions:

1. In the Montreal PIT count we asked about history experiencing homelessness over the last 3 years. We want to decipher the duration of episodes and the previous episode and duration. For people who had reported 2 episodes in the last 3 years, the average duration was 11 months.
2. How do we consider those people who live month to month in rentals?
3. Differences across definitions, have there been any issues with language? (Chronic, episodic, etc.)
4. Were the sites different? To what extent were characteristics influenced by outliers?
5. When they leave the shelter ,are they still homeless?
6. Are the characteristics of the young homeless different than the older homeless population? This is something we need to bear in mind. The percentage of chronic homelessness data from this PIT mirrors the pandemic study that looked at the experiences of homelessness across Canada. Detailed questions about housing pattern and how they would choose to house themselves.

Using Computer Simulation Modelling to Address Homelessness: A project based on Fuzzy Cognitive Maps and Cellular Automata - Eric Latimer, Vijay Mago

10:15 – 10:45 | **Latimer**; Research Scientist, Douglas Mental Health University Institute, McGill University. **Mago**; Assistant Professor, Department of Computer Science, Lakehead University.

Computer simulation models have often been used to try to gain deeper insight into complex business, government, and social problems. This project aims to construct a computer simulation model designed to shed light on how contextual factors and policies interact to influence the number of homeless people and the composition of this population overtime.

> What about the various programs; harm reduction, etc.?
> Very easy to not allocate resources effectively. Computer simulation would help for estimating the effects of policy.
> Calibrated to 4 California cities. This is a model-based analysis
> Gathers data from PIT counts across the states. Regression models can forecast.
> Project objectives:
>   o Construct a computer simulation model designed to shed light on how contextual factors affect homelessness (Montreal and Ottawa)
>   o Based on: lit review, expert panels, use of available data sets
> Modelling Approaches – Fuzzy Cognitive Maps
>   o Uncertainty
>   o Mental illness can increase levels of complexity within homelessness
>   o Individual (mental maps)
>   o Contextualized (policies)
>   o We need to learn edge weights; aggregate expert opinion
>   o Cellular Automata – a challenge with this approach is we need to come up with transition rules. Defining rules is another challenge.
>   o Set of assertions (rules) needed
> Current Modeling Approach: assimilate couch surfing and SROs with not homeless as we have no way of counting people experiencing those types of homelessness
> When people first become homeless, they can enter one of the following states: street, emergency shelters, hospitals, jails, etc. and transition into other states.
> Montreal complementary summer homelessness survey (Aug – Sept 2015)

- Where were you on the night of August 24?
- Survey results: initially, first go to shelter when homeless
- Transition probabilities: 180 individuals; 24 month follow up; people are much more likely to stay in the same space where they were before.
- Everyone initially has a certain vulnerability to becoming homeless. Fuzzy cognitive maps help determine the vulnerability and factors. Modelling should be done separately for men and women.
- Challenging to move quickly; too many parameters make model intractable. Exploratory study.

Questions:

1. Risk of individuals? What are the factors of political autonomy? Which variables can we get to understand the risk of homelessness? How to model these new solutions?
2. What have you learned from the initial project proposal? Throw more data at it and see how the model responds? Were you optimistic? To what extent did you get/need access to data?
3. Who are the panel of experts?
4. Assuming you have all the data you need, how can you see migration patterns?

Panel Discussion – Moving Forward on HMIS – Michael Lenczner, Henry Dagher, Tracey Lauriault, Jennifer Legate, Nick Falvo

10:45 – 11:45 | **Lenczner**; Founding Director, Powered by Data. **Dagher**; Manager, Homelessness Partnering Strategy, Employment and Social Development Canada. **Lauriault**; Assistant Professor, Critical Media and Big Data, School of Journalism and Communication, Carleton University. **Legate**; Interim Manager, HMIS Calgary Homeless Foundation. **Falvo**; Director, Research and Data, Calgary Homeless Foundation.

Homelessness Management Information Systems (HMIS) have seen considerable expansion in the past 2 decades, with their capability improving each year. Yet, considerable work remains, both in terms of enhancing what they can do, and expanding their reach to new communities. What's the appropriate way forward for HMIS systems in Canada? What does Canada's federal government need to do differently? How can communities help? What can we learn from other countries?

Henry Dagher

- Huge benefit in having a shared common system
- HIFIS is a client management system designed by HPS
- Helps conduct daily operations
- Not a recording system, not a duty. It is a tool for organizations to conduct their business
- Web based application - live updates when client goes from A to B
- Comprehensive user rights, admin, case management
- Collection of data provides everyone with a tool to describe what is happening
- Started in 1999 (HIFIS 1)
- Capable of large scale coverage at national level
- Run on desktop, laptop, tablet, smartphone – awesome for outreach and mobility
- 384 Sites use HIFIS (Ontario 122, BC 44, NS 42, SK 35, NL 32, QC 69…)
- Currently working with BC, Toronto is a few steps behind, Alberta considering
- Free forever, free training, online help and e-learning, stakeholder engagement

- Data costs money
- All anonymous, never know who the homeless person is. No focus on identity
- What's coming to HIFIS 4? Enhanced privacy and control: PIT count, by-name lists, client assessments hub, case plans and templates, grocery style foodbanks

Jenn Legate

- HMIS at the Calgary Homeless Foundation
- Implemented in 2011
- Approx 26 agencies, 98 programs – team of 4 staff
- 700 HMIS users
- 2200 support emails a year
- In the midst of a software review in Alberta
- Surveying, interviewing, conducting focus groups since Spring 2015 – what is working well, and what isn't?
- Community wants greater customization, fewer data bases, more control
- Some use 2-6 different databases
- National tool must be flexible enough to cover all
- Funder committees needed to address admin burden
- Community has also told us these are case workers, not IT staff
- Needs to be incredibly user friendly
- Server costs, maintenance costs, migrating data into HIFIS – free off the bat initially
- Largest issues in Calgary: not technical, moreso legal and concerning big systems. Issues navigating privacy issues to share client data (e. g. know when client is being discharged from jail). Biggest hurdles: using an American software is proving to be difficult. Alberta Health Services staff are being hindered.
- Are there other options of morphing HIFIS and HMIS?

Michael Lenczner

- Director of Power by Data (non-proft)
- Well served, fortunate
- HIFIS might be an important step to improve things, but will not answer all questions
- Information we need is sitting in government databases
- Where do we want to be in 10 years? 20 years?
- If we want to understand the social problems we have, I think using administrative data held by the government would be the best solution – but difficult
- Social financing data needed
- Shifts coming for how we can access this data; Alberta is the current leader in this
- HIFIS is great in that it extends across a spectrum, but will never have access to health data unless we can enable that
- Academic sector has the structure to support this type of work
- What is our plan? Where are we going?
- Consent is the large issue
- Direction is more towards governance, representative beneficiaries, advising boards done meaningfully = make headway
- Policy environments and data environments both are created. Let's be more intentional in thinking about what we need in the future. Talk to federal and provincial governments.

- Working with community-based mapping, community homeless info exchange. Lots of issues around capacity and privacy
- Working with 24 cities to develop indicators of absolute homelessness, aligning
- Programmable City Project (Ireland)
  - Look at homelessness intake system
  - What values, guidelines, policies – how is this software used
  - What is the culture and impact?
  - Pathway, accommodation, support system (PASS)
  - Universal use across homeless serving sector
  - Designed a case management system where you can follow a client throughout the system.
  - 4 years running – locally created
  - Consent forms for individuals to contribute information
  - Enumerating homeless through census – aka PIT
- For 15 years I have been trying to break down barriers for all to access HIFIS
- One of the elements of the echo system (HIFIS) need to think of administrative, health, legal, mortgage, construction and regulation data. How can we have incentives in this market?
- Need a whole different data approach – modelling might work
- Open Government Portal – only 1 data set on homelessness
- 'In our sector there is data poverty'
- HIFIS: what is the mandate? Who governs, who is responsible? Who collects data? Who oversees the reporting and quality? Where can we put this data and who can access it - agreements, deposits, archives? Controlled or open access?

Questions/Comments:

I'm a person with lived experience and I hate the fact that my information is already available. If it won't benefit me, I don't want you to know. National system would be great, but I don't see why someone in Vancouver would give their info to someone in Toronto? When you're homeless all you have is your information.

HIFIS is hard, not impossible. In terms of access and client privacy, people need to know who has access and what the benefit is.

Is it possible to reconcile that? High standards for ourselves (rightfully so). Social media is similar.

Similar privacy issues have always existed with domestic abuse issues among women. Similar issue with the missing and murdered aboriginal women – why don't we have a data base that addresses this? Again, same with child abuse – you cannot address what you don't see. Why do we count? Many sensitivities around this. Would love to consult with a group of people with lived experience. Our political economy produced homelessness, not the individual.

Single system = the same system. But not shared across provinces. Distinguish knowing what you are and your issues, instead of who you are. Don't bash HIFIS, don't shoot down the ability to have common data. Everyone is pushing for open data, what we do is in response to the community. Everyone claims it as 'my data' nobody shares. Strict rules about who can browse your data.

Keynote Lunch Speaker – Brian Bechtel; Executive Director, Cross Ministry and Community Partnership Initiatives

11:45 – 12:45 | Executive Director, Cross Ministry and Community Partnership Initiatives

Community and Social Services

> - Alberta is a recognized leader in Canada for its commitment to a Housing First approach to addressing homelessness
> - 2016 Alberta PIT count enumerated 5,367 individuals through the province's 7 major cities. A 19% reduction in the homeless population since the last count in 2014
> - As of September 30, 2016 – 14,195 Albertans have been provided with access to housing and supports
> - 10 Year Plan emphasized the importance of developing and using data to inform policy and practice. Community and Social Services has begun work with the CBOs and shelters to develop a coordinated approach to data collection, analysis, and use across systems and ministries.
> - Software review + Data Strategy + Data improvement project
> - Never want to force people to use software
> - What are the essential data elements we need to collect?
> - Indicators aligned across jurisdictions within the province and across country
> - Short term indicators to provide timely evidence for ongoing quality assurance and program improvement
> - Indicators to capture achievement of longer-term outcomes

Questions:

1. How many drafts? Is there a draft policy in place? How can people review? What is the process?

Housing First, Youth, Emergency Shelter database (3 databases). Once we assess the data, part of the engagement is to decide what the questions we want to ask are. Are we collecting useful information? Software review, data improvement, all intertwined. Next year will be filled with consultations.

2. Harmonizing data between yourselves and the government? In the context of smart cities, we are starting to determine the indicators and norm across time.

Old Brewery Mission Shelter – Annie Duchesne

12:45 – 1:15 | Research Coordinator, Old Brewery Mission, McGill University

Since 2011, the Old Brewery Mission shelter in Montreal has been building and maintaining a large dataset of nearly 90,000 unique individuals. This long-term project has yielded results addressing many of the pertinent homelessness research questions.

> - Dorms are moving towards transitional housing style
> - Many social changes at the shelter
> - Transitional programming; severe mental illness, substance abuse, new to homelessness
> - More community housing solutions
> - 90,000 people and counting (HIFIS)
> - 2009 started the transitional programs, 2011 standardized intake forms (HIFIS 3)
> - Staff collect data on behalf of the research department

- Dataset is bilingual
- 1st step looking at overall demographics
- How prevalent are the health issues: 53% mental illness, 64% substance abuse, 61% physical issue
- More than 1 in 4 people have all 3 problems intertwined
- Only 11% self-reported no health issues
- Age distribution from 2010-2015, centred around 45 years old
- Latent Profile Analysis of OBM Transitional Clients: biggest group doesn't have income or access to many resources and are vulnerable in multiple ways.
- Who returns to the shelter and why? Shelter policy plays a big role
- 1 in 5 program clients had an imposed departure; 65% return within a year
- Family and friends matrix score interact with departure to affect returns to the shelter
- How do people use the shelter? Long term? Short term?
- Majority of clients were temporary. Most shelter intensive users were chronic
- Those who have been banned from a shelter had twice the risk of becoming episodically homeless.
- What does this mean? Cannot reliable predict who will be homeless. Looking to network with other shelters in the city. Larger scale data collection.

Questions:

1. Is your PowerPoint available? Define banning—is it a measurement of behaviour?
2. Do you find value in the Canadians cluster model analysis (challenge in Edmonton with definitions) or do you use a different process?
3. Other attributes aside from what is on the slides available? Are you looking outside of these demographics?

Banning from shelter = judgement call. Not necessarily a client issue, more service provider. A small portion of our people take up a big number in our services; how do we address this? We do track needs, especially for the women's shelter.

1. How and when did you move to housing first?

Major limitation in the data (legal and health etc.). Takes a lot of resources.

First Nations Health Surveillance in Alberta – Bonnie Healy

1:15 – 1:45 | Operations Manager, Alberta First Nations Information Governance Centre

For data to make a difference, clearly articulated partnerships must be established that are built on a foundation of mutual respect, which includes reciprocity. Healy highlights First Nations Health Surveillance in Alberta and what partnerships have been established to support how data is being used and how First Nations in Alberta are making advances to support their respective communities. This innovative approach was developed by First Nations communities and can be a model of best practice for other initiatives.

- From Blood Tribe
- Incorporated 6 years ago, Alberta OCAP Resolution- Ownership, Control, Access, and Protection, behind all Aboriginal information and data.
- Alberta First Nations Communities (4)

- Priority is First Nation communities and relationship with other communities. They are not asking for permission to be self-determined.
- Working hard to re-patriate large data sets
- Pull information and create 'community profiles'
- All made from evidence based decisions, but not a western lens.
- Oral culture and traditional deep knowledge; transferred through generations
- Why OCAP? First Nations information has always been important. It involves a holistic way of knowing and a belief that the creator placed us here to steward the land and connect us with one another
- Disease and housing are real issues
- Partners: Alberta First Nations, AFNIGC & Alberta Health
- Health Trend: water borne illness trend (7 cases over 15 years)
- Aboriginal peoples need access to safe drinking water.
- Alberta Budget 2017: $100 M towards First Nations – unsure how it will be spent
- Collaborating and working together; cancer incidence rates in Australia, Canada, New Zealand, and USA.
- Shared common goal to better the lives of First Nations
- Population: 3.3% of Alberta are First Nations, 2.7% Metis, 0.1% Inuit
- Many are migrating towards urban centres; especially after floods
- Alberta Cancer Registry
- Primarily using postal codes
- June 2013: mandate disclosure and information of Aboriginal information
- INAC Data Access and Review Committee have granted access
- Alberta Health recognizes the relation of various communities
- Supported and helped by chiefs in Ontario in regards to Cancer registry
- Support First Nations Communities in Alberta so they can tell their own (data) stories
- Communities have to find their own money to search for doctors to come and work there
- Why so much domestic violence in communities? Because of the patriarchal colonial Indian Act; the women and children get removed if there is an issue, not the men. Why are we blatantly implementing this legislation?
- Communities need to choose their own indicators to contextualize their data sources

Questions:

1. What about data sharing in other kinds of research areas? (Nova Scotia has a broad inclusion of Aboriginal peoples).
2. Leadership, organization around OCAP is still evolving and growing; informed through local representatives. Where is the leadership from the urban context, how do we ensure we take a good journey and work with them? OCAP must still be respected.

National Shelter Study: Ten Year Trends in Homeless Shelter Use – Aaron Segaert

1:45 – 2:15 | Policy Analyst, Homelessness Partnering Strategy, Employment and Social Development Canada

The National Shelter Study (NSS) looks at trends in shelter use from 2005 to 2014 based on a sample of over 200 emergency shelters across Canada. The NSS estimates the annual number of individuals using shelters, describes the characteristics of the shelter-using population, and describes the use of the emergency shelter system in terms of average occupancy rates, bed

nights used and duration of shelter stays. For the first time, we look at the number of shelter users over a 5 year period and introduce some new methods for analysing duration of stay.

> Huge amount of data, not just HIFIS.
> A nationwide sample study to: estimate the number of people in Canada using homeless shelters each year, explore demographic characteristics of shelter users, and understand stay patterns and usage trends in Canada shelter system.
> 15,428 shelter beds
> 200 shelters (half of the emergency shelters in Canada)
> 1.9 million shelter stays
> Methodology does include the possibility that people can use more than one shelter in one city
> 4.9 million are considered low income and in poverty in Canada
> Canada's emergency shelter system is operating at over 90% capacity
> More bednights are being used by fewer people (shelter users vs. bednights used)
> Duration of shelter stays has increased, especially among families and people 50 and over
> An estimated 450,000 Canadians used an emergency shelter during the 5 year period 2010-2014
> Most shelter users do not have repeat stays; around 70% of shelter users had a stay in only one year of the 5 year period, while fewer than 2% had a stay during every year of the 5 year period.
> 20-30% using the shelter have been struggling for 3+ years in homelessness
> Fastest growing age (50-64) in shelters
> Is it just explained by demographics? Not all of it
> Indigenous people are 10x more likely to use a shelter than non-indigenous people
> Estimated that between 38,080 and 45,820 indigenous people used a shelter in 2014
> Over 6,000 non-citizens used a shelter in 2014 (about 5% of shelter users are not Canadian citizens) In 2014, nearly 3,000 shelter users reported having served in one military
> Nearly 90% of families using shelters are headed by single females. On average, families stay in shelter twice as long as individuals (difficulty finding affordable appropriate housing for families)
> Family shelters continue to operate at high capacity.
> Key Findings: rising demand for shelter beds in the face of static capacity

Questions:

1. How is this information being gathered and shared? Unique coding
2. Family shelters, high rate of Aboriginal representation. What are some of the complexities involved? If we breakdown the gender, Aboriginal women are more likely to use a shelter than non-aboriginal women.

Review of the Day – Stephen Metraux

2:15 – 2:45 | Director, Health Policy Program University of Sciences in Philadelphia

> Provided some basic numbers around homelessness in Calgary vs. Philadelphia
> Graphed each presentation on a plane with process vs. outcome focused on the x-axis and specific vs. general on the y-axis where:
> Logistics = Specific + process focused

- Evaluation = Specific + outcome focused
- Policy = General + process focused
- Knowledge = General + outcome focused
- Most presentation fell into more process-focused side of chart

Next Steps Open Discussion – Ron Kneebone

3:00 – 3:45 | Scientific Director, Area Director, Economic & Social Policy, the School of Public Policy, University of Calgary

- Tracey Lauriault: Wants a discussion with ESDC and community partners to see HOW we can share HIFIS data
- Aaron Segaert: Willing to go through this process (while acknowledging its challenge)
- Ron Kneebone: Could we (Ron and Ali J.) put a proposal to ESDC to analyze the HIFIS data?
- Aaron: Yes
- Tracey: Still wants a working group table to discuss so that it's available to more than one group of researchers
- Dianne Dennis: Such formats exist (repositories for administrative data) – for example, AFCRR and a US example
- Ron: Make a movement toward outcome-specific cases. Less process, more outcomes. Can we focus on how you deal with large data? And how did you use the data to move policy?
- Jeannette Waegemakers Schiff: Women, Indigenous peoples, and minorities are under-represented here today. Let's make sure that when we create this team, those groups are represented
- Tracey: Digital Humanities deep dive into what exists. Can we look into HUD data to see what models and patterns already exist?
- Ron: Greater attention to poverty reduction – broaden the scope to the political-economic context
- John Rowland: Look into resiliency and social capacity
- Ron: Income disparity has contributed to homelessness. Free trade agreements have left more and more people by the wayside. There is a growing divide between the haves and the have-nots and this deepens the impact of poverty
- Candice from Edmonton: Can we start comparing the outcomes of people whose data is in the same data system? Are greater efficiencies in database usage improving outcomes for people experiencing homelessness?
- Annie Duchesne: How do we communicate our research to the community in ways that front-line workers can use? In a way that's easy to digest/interpret? Let's do a meta-analysis of case studies and what we have learned from them
- Jennifer Tipple: Can larger and smaller cities have expertise exchange going both ways? For example, Newfoundland is getting older faster than the rest of the country, so they may be experts on seniors' homelessness before everyone else gets to that point
- Ron: Let's make a contact list of homelessness researchers with their areas of interest to build a network, specific to analysing these large data sets
- Jesse Donaldson: Workspace, hosted by the Homeless Hub, has a similar function
- Ron: Theme: What's working in Housing First?
- Jeannette: What's your definition of "large" data sets?

- Bart: The 3 Vs: Volume, Variety, Velocity. These are the aspects which determine if a set is "large"
- Eric Latimer: Qualitative data is extremely illuminating
- Jackie Bromley: Adopt an Indigenous lens – using Aboriginal spiritual ways – start at the root of the problem. People need to heal. Integrate cultural practices into buildings and other spaces.
- Tracey: expanding her network to include mortgage specialists, bankers, etc. These people have a different perspective and understand the bigger political-economic setting. She'd like to give those people Ron's contact information.
- Ron: Why do we have such a lack of affordable housing? Check out the SPP paper on tax incentives. Re: research dissemination – SPP makes policy recommendations easily accessible. Researchers can submit their papers to SPP for peer review and publication
- Jeannette: Service providers – if we want to provide good services to the homeless, we need to take care of the service providers. At program level and higher.
- Annie: Incorporating the day-to-day challenges of front-line workers is a worthwhile challenge.

Closing Remarks – Diana Krecsy

3:45 – 4:00 | President and CEO, Calgary homeless Foundation