Co-led by the Canadian Observatory on Homelessness, A Way Home Canada and our Making the Shift Youth Homelessness Social Innovation Lab, the Toronto Centre of Excellence (TCE) on Youth Homelessness Prevention at York University provides an opportunity to work internationally to contribute to the transformation of how we respond to and prevent youth homelessness.

Funded by the Government of Canada’s Networks of Centres of Excellence program.

The Making the Shift Demonstration Lab (MtS DEMS) is funded by the Government of Canada’s Youth Employment and Skills Strategy. The opinions and interpretations in this publication are those of the authors and do not necessarily reflect those of the Government of Canada.

IMAGES: All images sourced from Unsplash.com. Cover image and page 17 image was photographed by Dev Asangbam. Page 8 image credit to Daniele Franchi. Page 15 from Volodymyr Hryschchenko.

DESIGN: Credit to Sarah Anne Charlebois for graphic design layout.
WHO WE ARE

Making the Shift is a Youth Homelessness Social Innovation Lab, co-led by the Canadian Observatory on Homelessness and A Way Home Canada. Working in collaboration with researchers, policymakers, practitioners, and advocates, the Lab conducts, funds, and mobilizes cutting-edge research and prototypes promising program models in communities across Canada to prevent and end youth homelessness.

Here’s how Making the Shift is transforming Canada’s response to youth homelessness:

- Funding cutting-edge, prevention-focused research projects
- Building capacity for prevention across sectors through training, one-on-one coaching, program support, and facilitating dedicated communities of practice
- Prototyping and evaluating the effectiveness of evidence-informed program models through community-based demonstration projects (MtS DEMS).
- Mobilizing research findings to create sector-friendly policy, practice, and advocacy tools and resources
- Expanding the network of researchers, practitioners, policymakers, and advocates who are committed to youth homelessness prevention
- Mentoring the next generation of scholars
- Advancing an action-oriented research agenda focused on prevention
- Leveraging our international community to exchange research knowledge, experience and best practices.
Dear supporters and network members,

On behalf of the Making the Shift Board of Directors, I’m delighted to report that the Network has made significant progress over the last year to realize its vision to mobilize cutting-edge research in an effort to transform Canada’s response to the issue of youth homelessness. Staff, leadership, Network Investigators and Affiliates have adjusted research activities, networking opportunities, and day-to-day operations in response to the challenges posed by the pandemic. However, in spite of this, the health of the Network remains strong, and we continue to make meaningful progress. Some important highlights include:

► **Enhanced investment in high-quality community-engaged research projects that will expand the youth homelessness prevention evidence base:** In total, $3,372,501 was invested in 19 high-quality research projects in 2020-21, bringing the total to $6,367,017 approved by the Board of Directors, or 61% of the total research funding budget, which stands at $10.4 million. These investments will see 10 new Network Member Organizations join Making the Shift.

► **Increased the number of opportunities for Highly Qualified Personnel to become the next cohort of experts in youth homelessness prevention:** To date, $2,194,727 has been invested in Highly Qualified Personnel through funded research projects ($1,330,319 in 2020-21 alone). The total number of Highly Qualified Personnel attached to funded research projects in the Making the Shift network has grown to 64, which includes research personnel and postdoctoral fellows, among others. There are now 18 members of the Scholars with Lived Experience Network (LivEx), which officially launched in February 2020.
Mobilized research from across the network to create tools, resources, and training to support the transition to prevention: A total of $515,065 has been invested in Knowledge Mobilization through funded research projects since 2019 ($312,705 in 2020-21 alone). At the same time, we published a number of evidence-based tools and resources in the previous year to support Making the Shift’s five priority end user groups: researchers, policymakers, practitioners, funders, and sector allies.

Responded to the needs of the network and adjusted operations during the pandemic: A total of $385,619 in NSERC COVID supplemental funding was distributed and used in 2020-21 to offset challenges associated with conducting research during the pandemic. Adhering to NCE guidelines, these funds were used to support the salaries of research trainees and research support personnel whose work had been impacted by the pandemic. We also took proactive steps to support Making the Shift staff transition operations online and troubleshoot project-related issues as they arose.

I would also like to express gratitude to the NCE for their continued guidance and flexibility as we navigate the second year of a global pandemic.

I want to end by reaffirming MtS’s commitment to realizing meaningful truth and reconciliation. This year’s tragic discoveries of mass graves of Indigenous children across Canada are a stark reminder of the long road to reconciliation we face. Our prevention efforts continue to address the underlying systemic causes of youth homelessness, which disproportionately affect Indigenous young people, and through the MtS research agenda we continue to have an explicit focus on enhancing outcomes for Indigenous young people. As an organization committed to social change, we take our responsibility seriously and continue to take meaningful steps to move forward on the road to reconciliation.

Although the pandemic continues to require adjustment of our activities, we look ahead to exciting initiatives, such as the work of the newly launched Toronto Centre of Excellence (TCE) on Youth Homelessness Prevention at York University, the upcoming call for research and the ramping up of knowledge mobilization as the results of the research start to emerge.

Sincerely,

Elizabeth McIsaac
Board Chair, Making the Shift
Dear supporters and network members,

We’re pleased to have the opportunity to once again report on the on-going success of the Making the Shift Youth Homelessness Social Innovation Lab. This is our second annual report in the context of a global pandemic. The pandemic has laid increasingly bare the problem with allowing anyone to remain in a state of homelessness for any amount of time, and especially developing adolescents and young adults. Homelessness encampments in communities across Canada have emerged as a result of the pandemic and the fears of those experiencing homelessness concerning the safety of emergency shelters. Average Canadians are exposed to the issue in ways they haven’t been before. This provides an important opportunity for us to continue to beat the drum for homelessness prevention, and to consider how the knowledge we are generating through Making the Shift can contribute to pandemic recovery.

As we enter the third year of the Networks of Centres of Excellence grant, we’re proud of the projects we’ve funded that are underway across Canada. We’re doing a lot of planning for all of the activities we’ll engage in to mobilize that knowledge to have an impact on public policy, service delivery, and investment. In addition, we’re working closely with our research theme leads to identify any gaps in our research agenda that can be filled by our next open call for proposals.

You may know that on June 21, 2019, the Governor General signed into law Bill C-97, which contained the “National Housing Strategy Act”, and the federal right to housing legislation. Over the last year, we’ve been exploring how to actualize the right to housing for youth at risk of or experiencing homelessness. To this end, we hosted an international virtual forum that brought together lived experience experts, policy makers, researchers, advocates and practitioners with expertise and influence in

Dr. Stephen Gaetz
Scientific Director
the area of youth homelessness. We have also engaged in consultations with human rights and the rights of the child experts. Our goal is to emerge with robust recommendations for all orders of government for how to best realize the right to housing for those youth at risk of or experiencing homelessness.

Finally, we’re pleased to announce that the Canadian Observatory on Homelessness, A Way Home Canada and our Making the Shift Youth Homelessness Social Innovation Lab have received the designation of a United Nations Economic Commission for Europe “Charter Centre of Excellence,” to be known as the “Toronto Centre of Excellence (TCE) on Youth Homelessness Prevention at York University.” This important honour allows us to internationally amplify our work in the areas of knowledge generation and knowledge mobilization across all UNECE Member States. We want to thank York University and the Faculty of Education for all of the support in helping make the TCE a reality. We’ll look forward to reporting out all of the important activities of the TCE in the coming months.

Sincerely,

Dr. Stephen Gaetz,  
Scientific Director

Melanie Redman,  
Partnership and Implementation Director
2020–2021

IMPACTS AND HIGHLIGHTS

By the Numbers

3 Calls for Proposals hosted resulting in $3.37 Million invested in 19 promising new research projects

64 new organizations and institutions participating in funded research projects

Scholars with Lived Experience Network (LivEx) grew to 18 active members

Since inception, 1,546 young people have been supported through the Demonstration Lab and 1,073 have achieved housing stability.

Resources developed with the support of MtS were downloaded 2,351 times from the Homeless Hub.

1,236 individuals either took part in an MtS webinar or watched the recordings online.
Funding cutting-edge research

- Quickly launched a COVID-19 call for proposals in response to changing global landscape.
- Funded 4 additional projects in the “Enhancing Outcomes for Indigenous Youth” theme.
- Funded research focused on the needs and experiences of Black youth at risk of homelessness.
- Funded projects that mobilize data and technology to support the prevention of youth homelessness.

Expanding the network

- Welcomed 10 new Network Member Institutions.
- Signed the United Nations Economic Commission for Europe (UNECE) Charter Centre agreement (June 2020) — an international centre of excellence in the area of youth homelessness prevention.
- Launched the International Forum, a series of internationally focused dialogues to ultimately co-create an international research agenda.

Mobilizing knowledge

- Launched the Making the Shift Prevention Awards to celebrate innovative examples of youth homelessness prevention across Canada that will assist in identifying future research areas and best practices that other communities in Canada can adopt.
- Created six new evidence-based, self-directed online training courses on the Homelessness Learning Hub.
- Launched the ‘In Conversation” webinar series: dialogues designed to help practitioners, policymakers, funders and sector allies learn from one another and take meaningful steps to implement prevention-based practices and services in communities across Canada.
- Published and promoted three new program model guides that are focused on early intervention prevention.
We spoke with Dr. Erin Dej, Assistant Professor in the Department of Criminology at Wilfrid Laurier University, and Charlotte Smith, Master’s Student, at Carleton University and Peer Researcher.

Dr. Dej, Smith and their team of researchers are conducting innovative research exploring the impact of isolation amongst women experiencing housing instability. The project “Understanding young women’s experiences of loneliness and isolation during COVID-19 and beyond: Participatory research to envision a way forward”, examines isolation during the height of the COVID-19 pandemic - a time when the majority of the world experienced novel and severe lockdown measures.

As cited in your proposal from the Angus Reid Institute (2019), “women under 35 are Canada’s loneliest demographic, regardless of housing status, with almost 60% wanting but not having someone to talk to.” Why is this particular demographic so impacted?

While the vast majority of research about loneliness focuses on older adults, digging into data shows that young people, and young women specifically, are the demographic who are the most lonely, recounted Dr. Dej. Dej continued, “As people live their lives online, and more so with the pandemic, it can be very unsafe and isolating for young women.”
Smith expanded on the concept of safety, based on preliminary themes identified in the solution design workshops with young women who have experienced transitions from homelessness to housing. “We’ve heard about not necessarily being physically alone but not having supported ways to connect with social groups, and feeling judgment and stigma,” Smith explained. “Waitlists for professional services also came up. These are things that can make us feel lonely, when you’re not able to access the help you need, when you need it. Another thing that came up is professional support workers, who are either not trained correctly or are unable to fulfill the needs of the young people in their role.”

Smith further spoke of the discovery that young women and gender diverse populations were isolating as a form of harm reduction for themselves. “They’re trying to protect themselves. Maybe they’re single mothers trying to raise children; and as much as they want a partner or friends, they just can’t take the risk that opening themselves up to more people poses. It also might disrupt the minimal security that they’ve already established for themselves and their families.”

**Can you highlight how expertise of Lived Experience informed your project?**

Smith highlighted the positive impact of having people with lived experience to work with, as well as participants reporting they felt increased comfort sharing their perspective with people who related to and reflected their experiences.

Dr. Dej stated “the shape and the nature of the research benefited greatly from Charlotte, Chinué, and Holly’s leadership. With data collection, analysis and knowledge mobilization - the team of Lived Experts see things and make connections that those without lived experience can’t.”

**Can you speak to the impact of MtS funding on project delivery:**

“The MtS funding allowed us to do truly participatory research in a way that worked for our team of peer researchers - to do participatory research right. The kind of flexibility and understanding that it took to conduct a research project that meaningfully included lived experts was a true game changer. Most funding programs say ‘no’ to a lot of things that lived experts need to truly participate in the research, for example paying the internet bills of lived experts who need to do this work online”, Dej remarked.

The next steps for the project team will be to come together and conduct analysis on the data. As well as develop a plan for mobilizing the knowledge to be used by key stakeholders, such as social workers, housing workers and government officials.
Warning: this article discusses suicidal ideation.

Dr. Alex Abramovich, Centre for Addiction and Mental Health (CAMH)

Roughly 40% of youth experiencing homelessness in Canada identify as lesbian, gay, bisexual, transgender, queer, questioning, or two-spirit (LGBTQ2S+). Not enough people appreciate how high that number is, according to Dr. Alex Abramovich, Independent Scientist at the Centre for Addiction and Mental Health (CAMH) and Making the Shift Network Investigator. He and a team of researchers are conducting a study supported by MtS, that investigates the mental health impacts of COVID-19 on LGBTQ2S+ youth in the Greater Toronto Area.

The study seeks to understand the specific challenges, coping strategies, and mental health responses for LGBTQ2S+ youth at risk of, or experiencing, homelessness during the COVID-19 pandemic.

The team is administering online surveys three times over six months, which include a number of standardized measures that assess suicidal ideation, self-harm, depression, anxiety, and alcohol and substance use. They are also conducting interviews with study participants to expand on the quantitative data and find appropriate, evidence-based support strategies.
So far, the study’s findings are worrying.

Participants are experiencing significant levels of anxiety and depression. Out of 55 youth surveyed thus far, 45 hurt or injured themselves on purpose without wanting to die, known as non-suicidal self-injury, since the start of the pandemic. 47 out of 55 youth reported that they thought they would be better off dead; and 45 out of 55 youth reported that they have thought about attempting suicide. All 55 reported experiencing anxiety; of these, 46 scored very high with severe anxiety. All 55 also reported experiencing depression, 49 of whom scored moderate or moderately severe depression.

Dr. Abramovich and his team want to know if the spaces that youth access are inclusive and safe for LGBTQ2S+ young people: “Are you asking about the pronouns that they go by? And are you ensuring that they don’t get misgendered? Because that’s a big problem for a lot of youth. And so that creates a situation for youth where it makes it very difficult for them to be in a shelter or housing program.”

For these reasons, a lot of LGBTQ2S+ youth avoid shelters and end up couch surfing, staying at a friend’s house or sleeping in a park. But lockdown measures have made that kind of arrangement untenable, even illegal. As a result, a lot of youth had to return to abusive situations in their home.

As a scientist and activist who faced his own challenges as a queer person coming out, Dr. Abramovich’s research is about making change. He sits on the Government of Canada’s poverty reduction council and is working with all levels of government to help shape policy on poverty reduction.

Despite the severity of mental health issues among LGBTQ2S+ youth during the pandemic, he has noticed a change in attitudes and is hopeful about the future. “I do believe there is more empathy and understanding. If we talk about youth and children, for example, the government can start to understand things through the eyes of a child, how does a child experience poverty? What is it like to come from a family experiencing poverty?” he says.

Dr. Abramovich anticipates that the impacts of COVID-19 study on LGBTQ2S+ youth will be complete by autumn 2021. In addition to publishing their research in academic journals, the team will create evidence briefs and recommendations, including public health messaging specific for LGBTQ2S+ youth guided by an advisory board.

The transition from adolescence to adulthood is a complex time.

The critical parts of the brain involved in decision making are not fully formed; entry into the labour market can be daunting and the pay is often minimum wage; navigating adult relationships such as romantic, roommate, or employer relationships is new; living on your own can be fraught with loneliness; and forging financial independence is not easy.

These challenges are complicated by the economic climate, unemployment rate and recently, the pandemic. For these reasons, many young people live at home well into their 20s and support from parents extends beyond that. For young people with experiences of homelessness, the complexity of transitioning can be compounded by histories of trauma, mental illness, strained relationships, and delayed developmental milestones.

Supporting young people who have experienced homelessness through the transition from adolescence to adulthood is a key strategy in preventing homelessness in adulthood. For many young people, supports are needed after their discharge from a housing program. For some young people, this comes in the form of their Housing Case Managers providing support outside of their expected/mandated caseloads, post-graduation. Some young people discharge from their housing program prematurely because of poor program design, restrictive funding agreements, or inappropriate practice, thereby requiring some type of follow up supports.

Despite best efforts upon transition, a young person cannot always rely on their family and/or natural supports, due to immigration and settlement challenges, rejection of a young person’s sexual orientation or gender identity, family dysfunction, or poor economic circumstances, among others. Deep connections take significant time to build, leaving young people lonely and without a safety net.
Based on the research and learning from our demonstration projects, including consultations with young people, we are prototyping and piloting After Care, a model of supports for youth who have recently left a housing program, but are still seeking that comfort of home base knowing that someone is there when they need support.

Supports may include:

► Systems navigation, housing support and eviction prevention, basic needs, and short-term barrier removal funds.

► Coaching including goal setting and troubleshooting and the developmental tasks at hand such as gaining and maintaining employment, applying to and pursuing education, managing personal wellness, and caring for others such as a child or pet.

► Support to strengthen and build social capital including family and natural supports.

One Ottawa youth shared that service providers need to have “patience, because growing and learning does not move fast, it is a really slow thing.”

With young people leading the way, we are truly putting our research into practice.
MENTORSHIP AND CAPACITY BUILDING

MAKING THE SHIFT

SCHOLARS WITH LIVED EXPERIENCE

(LIVEX) NETWORK

In our second year, LivEx continued to build and strengthen its community and network online.

Jayne Malenfant, Scholar with Lived Experience of Youth Homelessness Network (LivEx) member

We closed 2020 with the virtual LivEx Network End-of-Year Jam, where members shared reflections and participated in a guided dialogue by MtS Theme Lead and Canada Research Chair in Community-Partnered Social Justice, Dr. Naomi Nichols.

Growing to almost 20 active members, LivEx continues to reflect on and shape who we are and what our goals are, in order to best serve our membership and other scholars with lived experience of youth homelessness.

In January of 2021 we reconvened for a strategic planning session led by member Alina Turner and supported by staff from Helpseeker. Together, we were able to revisit our values and goals for the next year and more.

In March, we got together to celebrate our anniversary and welcome new members to the network. Members Nancy Henderson and Alex Nelson organized an evening of updates, catch-ups and games.
LivEx members have continued to check in for monthly peer chats throughout 2021 and organize research support groups by and for members.

We have organized peer-led, by-us-for-us skill sharing, including a session on navigating post-secondary institutions as a student with lived experiences of homelessness.

Member Mardi Daley contributed to the MtS Forum: Exploring a Right to Housing in Europe, Canada and the U.S. Network member Alex Nelson provided innovative and insightful dialogue as part of the Forum’s panel of experts. Daley’s work creating a LivEx Charter for the event as well as the role of LivEx members who served as note-takers ensured lived experience representation and contribution.

In June, MtS was able to hire a LivEx coordinator, Star Gale, to bolster the capacity of the network. This has supported us in strengthening our governance and roles, as well as encouraging us to think more robustly about recruitment and longevity of the network. Star also coordinated the development of our submission for our CAEH 2021 presentation, which reflects on the strengths and challenges of organizing a lived-experience led network for scholars.
Funded Research Projects

There are a total of 29 cutting-edge research projects, with new calls slated to launch shortly.

A National Study of Tertiary Prevention Models for Youth Exiting Homelessness
Sean Kidd, Centre for Addiction and Mental Health, Chris Mushquash, Lakehead University

Examining the effectiveness of an integrated housing, mental health and addiction service model for youth experiencing homelessness
Maritt Kirst, Wilfrid Laurier University

Michael Ungar, Dalhousie University

One House Many Nations: A community first approach to address homelessness amongst First Nation youth
Alex Wilson, University of Saskatchewan

Preventing Discharge to No Fixed Address - Youth (NFA-Y)
Cheryl Forchuk, Lawson Health Research Institute

The Upstream Project Canada: Implementation lessons from three demonstration sites and implications for scaling
Rachel Laforest, Queen’s University, Jacqueline Sohn, York University

First Nations Interventions
Alex Wilson, University of Saskatchewan

Ai’aoskiikowaata (providing guidance to youth): Supporting healthy transitions from government care to independent living
Janice Victor, University of Lethbridge

Carol Kauppi, Laurentian University

Responding to youth homelessness in the midst of a pandemic: Shifting to collaborative, prevention-based services in a large urban setting
Amanda Noble, University of Toronto, Naomi Thulien, McMaster University

Understanding young women’s experiences of loneliness and isolation during COVID-19 and beyond: Participatory research to envision a way forward
Erin Dej, Wilfrid Laurier University

The Impacts Of COVID-19 On LGBTQ2S Youth At-Risk Of, And Experiencing, Homelessness
Alex Abramovich, Centre for Addiction and Mental Health
Establishing and Mitigating Youth Housing Stability in Response to COVID-19: Engaging with the BC Interior
John Graham, University of British Columbia

Opportunities for Innovation: Indigenous youth coping with homelessness during the COVID-19 pandemic in the Kenora region
Joanna Henderson, Centre for Addiction and Mental Health, Jennifer Dreaver, Kenora Chiefs Advisory

Decolonizing Transitions from Care for Indigenous Youth
Cynthia Puddu, MacEwan University

Using Administrative Data to Understand and Provide Effective Response to Youth Homelessness
Ron Kneebone, University of Calgary

Making the Prevention Shift in Québec: Prévention Itinérance Jeunesse (PIJ)
Sue-Ann MacDonald, Université de Montréal

EQUIP Housing: Enacting Culturally Safe Housing Stability for Indigenous Youth Finding Home
Abe Oudshoorn, Western University

Youth Homelessness and Sex Trafficking in Canada
Amanda Noble, University of Toronto

Looking South (and slightly North-East) for school-based prevention ideas: an international comparative policy and practice analysis in Canada, Australia, Wales, and the United States
Jaqueline Kennelly, Carleton University

Co-creating a data and knowledge roadmap to support youth homelessness research, operations, and policy in Canada
Yale Belanger, University of Lethbridge, Robyn Blackadar, PolicyWise for Children and Families

Improving Frontend User Experiences by Mapping the Backend Architecture: A cross-sectoral data and infrastructure audit
Naomi Nichols, Trent University

Making the Shift Youth Homelessness Shelter Diversion Study
Katrina Milaney, University of Calgary

Preventing youth homelessness: A life journey approach using linked multi-sector administrative data and community engagement
Jino Distasio, University of Winnipeg

Exploring frameworks and processes for tracking and monitoring service and housing wait times relevant to the prevention and exit from youth homelessness
Tyler Frederick, University of Ontario Institute of Technology

Youth Homelessness Data Infrastructure (YHDI)
Martin Goyette, École nationale d'administration publique

Using Health and Community Data to Prevent Youth Homelessness
Geoffrey Messier, University of Calgary

Understanding Black youth’s experiences of homelessness and the role of prevention
Stephen Gaetz, York University

Making the Shift Youth Homelessness Prevention Awards Program
Melanie Redman, A Way Home Canada

For more information about the projects and their impact, visit: https://makingtheshiftinc.ca/projects/
## Demonstration Projects

14 Demonstration projects in 12 communities are implementing and testing four models: Housing First for Youth, Family and Natural Supports, Youth Reconnect, and Upstream.

<table>
<thead>
<tr>
<th>LOCATION</th>
<th>COMMUNITY PARTNERS</th>
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<tbody>
<tr>
<td>Ottawa</td>
<td>Youth Service Bureau (YSB) in partnership with John Howard Society and the Canadian Mental Health Association.</td>
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<tr>
<td>Toronto</td>
<td>WoodGreen Community Services</td>
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<td>Hamilton</td>
<td>Hamilton Regional Indian Centre (HRIC)</td>
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<td>Hamilton</td>
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<td>Toronto</td>
<td>Covenant House</td>
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<td>Calgary</td>
<td>Trellis (formerly Boys and Girls Club of Calgary)</td>
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<td>Wood’s Homes</td>
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<tr>
<td>Edmonton</td>
<td>Homeward Trust in partnership with the YMCA of Northern Alberta</td>
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<tr>
<td>Fort McMurray</td>
<td>Stepping Stones (Wood’s Homes)</td>
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<td>Grand Prairie</td>
<td>Sunrise House (Grande Prairie Youth Emergency Shelter)</td>
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<td>Medicine Hat</td>
<td>McMan (South) Youth, Family and Community Services</td>
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<td>Red Deer</td>
<td>McMan (Central) Youth, Family and Community Services</td>
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<td>St. John’s</td>
<td>Choices for Youth</td>
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For more information about the Demonstration projects and their impact, visit [https://makingtheshiftinc.ca/projects/](https://makingtheshiftinc.ca/projects/)
LIST OF NETWORK PARTNERS

In addition to the committees listed here, the Making the Shift team is appreciative of the ongoing work, advice and partnerships, provided by the Persons with Lived Experience, Indigenous, and International Advisories.

Network Members

- Centre for Addiction and Mental Health
- Wilfrid Laurier University
- Dalhousie University
- Lawson Health Research Institute
- Queen's University
- University of Lethbridge
- Laurentian University
- University of British Columbia
- University of Saskatchewan
- MacEwan University
- Université de Montréal
- Western University
- University of Calgary
- University of Toronto
- University of Winnipeg
- University of Ontario Institute of Technology
- École nationale d'administration publique (ENAP)
- Trent University
- York University
- A Way Home Canada

Board Members

- Elizabeth McIsaac (Chair), President, Maytree
- Michael Herrera (Treasurer), Chief Financial Officer, George Brown College
- Mark Tonkovich (Secretary), Partner, Blake, Cassels & Graydon LLP
- Suzanne Stewart, Director, Waakebiness-Bryce Institute for Indigenous Health
- Amir Asif, Vice-President, Research and Innovation, York University
- Mark Tonkovich, Partner, Blake, Cassels & Graydon LLP
- Cécile Arbaud, Executive Director, Dans La Rue
- Amy E. Horton-Newell, Director, Center for Public Interest Law, American Bar Association
- Jasmine Hayes, Executive Director, Capacity Building Center for States at ICF
- Kenn Richard, Founder, Director of Special Projects, Native Child and Family Services of Toronto
- Alina Turner, Co-Founder and CEO, HelpSeeker
- Melanie Redman, President and CEO, A Way Home Canada
- Stephen Gaetz, President & CEO, Canadian Observatory on Homelessness, York University
Research Management Committee

Stephen Gaetz (Chair), President and CEO, Canadian Observatory on Homelessness, York University

Melanie Redman, President and CEO, A Way Home Canada

Cheryl Forchuk, Theme 1 Lead (Shifting to Prevention and Early Intervention), Scientist, Assistant Director, Lawson Health Research Institute

Katrina Milaney, Theme 2 Lead (Sustaining Successful Exits from Homelessness), Assistant Professor in Community Rehabilitation and Disability Studies, University of Calgary

Maritt Kirst, Theme 3 Lead (Enabling Health, Well-Being, and Inclusion), Assistant Professor and Co-Program Coordinator, Community Psychology Program, Department of Psychology Co-Director, Centre for Community Learning, Research and Action (CCRLA), Wilfrid Laurier University

Victoria Smye, Theme 4 Lead (Enhancing Outcomes for Indigenous Youth), Director & Associate Professor, Arthur Labatt Family School of Nursing, Western University

Nicole Kozloff, Theme 5 Lead (Leveraging Data and Technology to Drive Policy and Practice), Clinician-Scientist, Slaight Family Centre for Youth in Transition, Centre for Addiction and Mental Health (CAMH)

Abra Adamo, Advisor, Housing Policy and Research, Canada Mortgage and Housing Corporation (CMHC)

Duncan Farthing-Nichol, Litigation and Policy Manager, Indigenous Services Canada

Matt Morton, Research Fellow, Chapin Hall

Jayne Mallenfant, Doctoral Candidate, McGill University and MtS LivEx Member

Charlotte Smith, Master’s Student, University of Ottawa and MtS LivEx Member

Implementation Management Committee

David Phipps (Co-Chair), Executive Director, Research & Innovation Services, York University

Melanie Redman (Co-Chair), President and CEO, A Way Home Canada

David French, Managing Director, A Way Home Canada

Bruce Pearce, Vice President and General Manager, End Homelessness St. John’s

Michael Nowina, Partner, Baker McKenzie

Mike Gawliuk, Director, Service Delivery and Program Innovation, CMHA Kelowna

Lisa Wolff, Director, Policy and Education, Unicef Canada

Stephen Gaetz, President & CEO, Canadian Observatory on Homelessness, York University

Kelly-Ann Dunleavy, Community Affairs Manager, The Home Depot Canada

Alex Nelson, Doctoral Candidate, Western University and MtS LivEx Member
2021
Statement of Financial Position
As of March 31, 2021

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| Unrestricted      | $ -    | $ -      |
| Net Assets        | $11,519,324 | $8,838,860 |

**APPROVED ON BEHALF OF THE BOARD**

Director  
Director

2021
Statement of Operations and Changes in Net Assets
For the 12-Month Period Ended March 31, 2021

<table>
<thead>
<tr>
<th>REVENUES</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,393,229</td>
<td>$819,822</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EXPENSES</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>General and administrative</td>
<td>$502,945</td>
<td>$596,911</td>
</tr>
<tr>
<td>Knowledge mobilization and communication</td>
<td>$185,421</td>
<td>$142,164</td>
</tr>
<tr>
<td>Research</td>
<td>$680,779</td>
<td>$67,942</td>
</tr>
<tr>
<td>Training</td>
<td>$24,084</td>
<td>12,805</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,393,229</td>
<td>$819,822</td>
</tr>
</tbody>
</table>

Excess of revenues over expenses -

Net assets - beginning of period -

Net assets - end of period -

For further details, contact makingtheshift@yorku.ca