

**Second Stage Shelters:  
Closing the gap**

**A practical guide for communities**



**Second Stage Shelters: Closing the gap**

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Developed for ACWS member shelters

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# Our Challenge

## Executive Summary



Family violence is a tragic and pervasive problem in Alberta. We don't know exactly why this province has higher rates of domestic violence than other provinces in Canada, but we recognize the unacceptable consequences in human suffering, injury and death.

We witness the distress of our daughters, our sisters, our neighbours and their children as they flee the brutality in their homes for the refuge of a women's shelter. Family violence damages the spirit of our communities, and diminishes all of us.

Albertans need to find new ways – and better ways – to rise to the challenge.

The Alberta Council of Women's Shelters offers this report as part of the solution.

In Part One, we suggest a new focus on Second Stage shelters to improve Alberta's response to domestic violence. Citing recent research, we outline the urgency of our challenge.

In Part Two, we provide a practical guide for Alberta communities that want to open a Second Stage shelter. We are sending this guide to every municipality in the province as a call to action.

The status quo is not acceptable. Alberta's emergency shelters can only provide safe accommodation for women and children in crisis for up to 21 days. Emergency assistance is essential but it does not resolve the problem. Where are these families supposed to go when they leave the emergency shelter? Housing costs in Alberta have soared in a decade of rapid economic growth. An influx of new workers compounds the severe shortage of affordable housing in most communities.

It is impossible for an Alberta woman to leave her abuser, and protect her children from violence, if she can't find an apartment or small home she can afford on her own.

Second Stage shelters can provide safe accommodation with supportive programs for six months or more. They give a woman the necessary time to heal from the wounds of an abusive relationship, to find counselling, a job or educational opportunity and a new home for her family. Ten Second Stage shelters exist in Alberta: five are in Edmonton and Calgary; three are in smaller cities and two on First Nations reserves. Research shows they create enduring results. We need more of them.

This report reveals the necessity of a new approach. Consider that from April 1, 2006 – March 31, 2007:

- Nearly 13,000 women and children stayed in Alberta's shelters last year.
- Nearly 27,000 women and children sought help in an emergency shelter and were unable to be accommodated, up from nearly 21,000 in the previous fiscal year.
- Nearly 15,000 of these women and children were turned away from shelters because they were full, an increase of more than 1,500 from the previous fiscal year.
- Alberta's shelters received over 100,000 crisis calls, marking a 15 per cent increase over the previous fiscal year.
- Twenty Alberta shelters reported that more than half of the women they serve need Second Stage shelters; the majority cannot be placed due to an acute shortage of spaces.

- In Alberta, there are only 124 Second Stage apartments. Our research suggests the actual need is somewhere between 496 and 730 Second Stage apartments.
- The province of Alberta does not have a funding program for Second Stage shelters. Only two of the Second Stage housing programs receive partial funding from the Women's Shelter Program. The two Second Stage shelters on reserve do not receive one penny from the federal government.

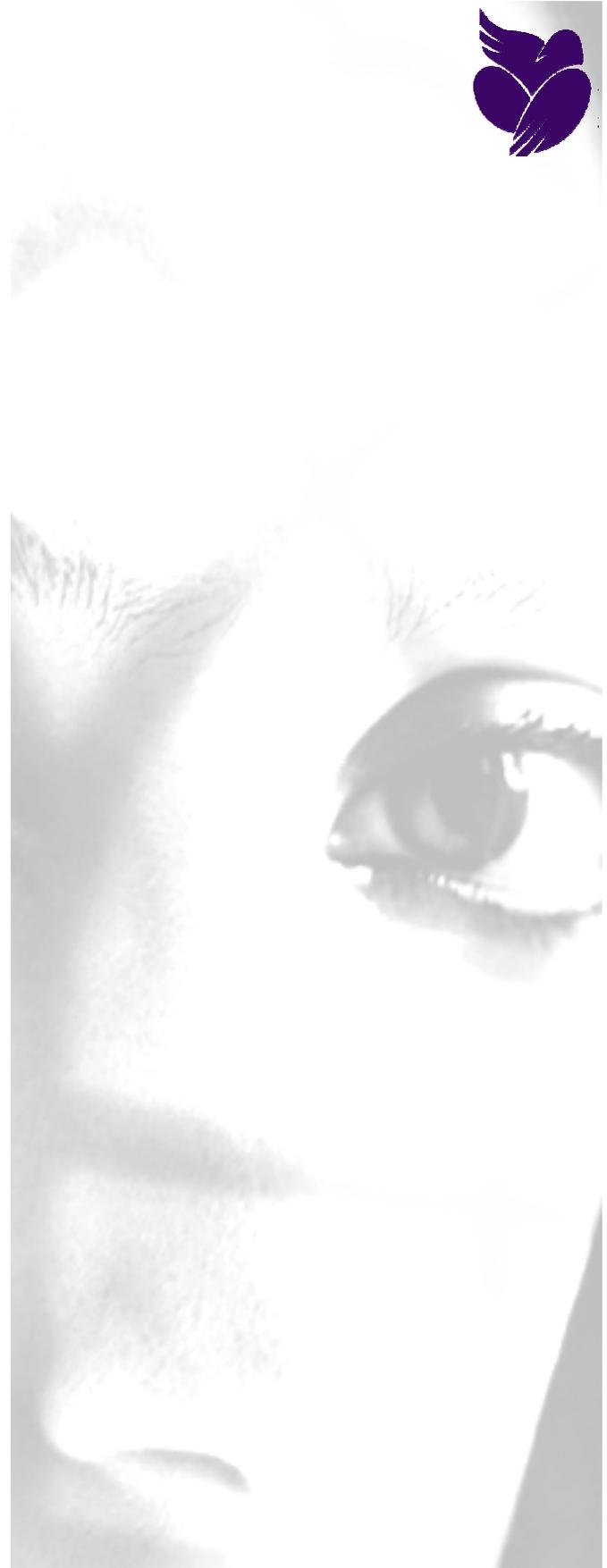
When we consider the number of Alberta women who cannot find a space in emergency shelters because they are full, the number of Alberta women forced to stay in motels when in crisis, and the tight Alberta housing market, the shortfall in Second Stage shelters becomes even more serious and urgent. In 2007, only 166 women were able to reside in a Second Stage shelter immediately after their stay in an emergency shelter.

This is not a poor province. Alberta can afford to provide more safe, affordable, accessible housing for citizens who are trying to leave abusive relationships. Alberta can afford to fund programs that assist abused Albertans on their journey to healing, health and autonomy.

Albertans have a legal and moral responsibility to do more to assist citizens in grave danger. Canadians have made strong promises in the Charter of Rights and Freedoms, and in the international agreements that Canada has signed, to protect the human rights of our most vulnerable citizens to the best of our ability. We need to honour these promises.

We challenge the Government of Alberta – and the citizens of this province – to acknowledge the crisis in our midst, and act.

We can end family violence in Alberta if we find the will to work together.





## **Part One:**

# **Making the Case for Second Stage Shelters in Alberta**



# Our Goal

## An introduction



"Ten years of innovation, experience and activism have shown that ending violence against women is possible.  
It is a pandemic that can be stopped.  
It is a problem that has a solution."

Asha-Rose Migiro, UN  
Deputy Secretary General

Family violence is a growing problem in Alberta. As our province continues to experience rapid economic growth and an influx of people, the severity of domestic violence cries out for resolution. The fundamental need for housing, safety and support is paramount for abused women and children. Only by addressing their needs can we truly transform Alberta's current position as a provincial leader in family violence crime statistics.

The Alberta Council of Women's Shelters (ACWS) is committed to a leadership role in bringing about necessary change. We affirm that families, children and communities can live in happiness if everyone's primary needs are met for security, love and belonging, power, freedom, learning and fun.<sup>1</sup> We also affirm that the core values embodied in international human rights agreements are central to our work.<sup>2</sup> ACWS takes seriously our responsibility to call government, private sector and civil society organizations to action on our shared commitment to human rights.

Alberta's 35 women's emergency shelters provide a critical function and an effective remedy in their first response to women and their children fleeing domestic violence. Their mandate is for temporary emergency accommodation and follow-up outreach, with a 21-day length of stay set by the province, but much more is needed.

Second Stage shelters offer long term, safe accommodation and accompanying services. These shelters deliver essential programs that support abused women and children when they leave emergency shelters or are referred from other agencies. Second Stage shelters are considered the next step in a continuum of services; it is an important link to a life free of violence, enabling a woman and her children to move from an abusive home into successful, independent living.

Ten Second Stage shelters exist in Alberta; five are in Edmonton and Calgary, three are in smaller cities and two are on First Nations reserves.

Second Stage shelters are in demand because of their competent response to family violence.

"No single intervention will end violence against women," [Noeleen Heyzer, executive director of UNIFEM] said. "Only when measures to address violence against women are an integral part of national strategies for development and human security will violence against women become a rare occurrence instead of a global pandemic."

CBC News, February 16, 2007, [www.cbc.ca](http://www.cbc.ca).

<sup>1</sup>These categories are taken from William Glasser's psychological typology. They are holistic rather than hierarchical (e.g. Maslow's hierarchy), with the assumption that everyone needs these primary things to be met at all times, no matter where they find themselves along the continuum of physical – spiritual/ philosophical states. Whenever a primary need is unmet, energy goes into meeting the need, rather than developing potentials. See William Glasser, *Choice Theory*, HarperCollins Publishers, Inc., 1998.

<sup>2</sup> Here we refer to the UN *Universal Declaration of Human Rights*; *Convention on the Rights of the Child*; *Beijing Platform for Action*; *Convention on the Elimination of all Forms of Discrimination Against Women*, and others.

To address the serious lack of Second Stage apartments in Alberta, ACWS embarked on a project designed to equip women's shelters and Alberta communities with the information and guidance necessary for the establishment of Second Stage shelters.<sup>3</sup> The result is this guide, *Second Stage Shelters: Closing the Gap for Women and Children who are Fleeing Domestic Violence in Alberta*. The guide is framed within the larger context of the Canadian environment and international human rights agreements. In these documents, protection, housing and services are all legally mandated for women and children fleeing violence.

A key part of the research undertaken for this report was collected with the assistance of the ACWS Shelter Programs and Education Committee and Second Stage Executive Directors in Alberta, Saskatchewan and Ontario. ACWS thanks these participants for their time and expertise, as well as the Canadian Women's Foundation which provided the funding for our research.

Our goal is to see more Second Stage apartments with associated support programs in place in Alberta to meet the urgent need.

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<sup>3</sup> This work began in May 2007 and is funded by the Canadian Women's Foundation.



# Our Obligation

## Protecting the human rights of Albertans



### The Due Diligence Standard: A Tool for the Elimination of Violence Against Women

The 1993 Declaration on the Elimination of Violence against Women as well as other international instruments adopted the concept of *due diligence*, in relation to violence against women, as a yardstick to assess whether the State has met its obligation. Under the due diligence obligation, States have a duty to take positive action to prevent and protect women from violence, punish perpetrators of violent acts and compensate victims of violence. . . .

Report of the Special Rapporteur on violence against women,  
its causes and consequences, Yakin Ertürk, 1997.

Due diligence is not an arbitrary construct; it possesses intentional meaning. Under national and international law Canada has concrete and clear obligations to address violence against women and children and to protect their human rights. All levels of government in Canada have the responsibility to communicate clearly that violence against women and children is not acceptable and to provide safety and services to the victims. The question is how Canada can most effectively fulfill its role in transforming the domestic violence environment. ACWS believes that the work of Second Stage shelters is a just and effective remedy for the women and children in Alberta fleeing domestic violence.<sup>4</sup>

The UN Secretary General's recent report on violence against women observes:

The standard of due diligence is articulated in general recommendation No. 19 of the Committee on the Elimination of Discrimination against Women, which notes that "States may also be responsible for private acts if they fail to act with due diligence to prevent violations of rights or to investigate and punish acts of violence, and for providing

compensation" and in international and regional legal and policy instruments and jurisprudence. In *Velasquez Rodriguez v. Honduras*, the Inter-American Court of Human Rights held that a State must take action to prevent human rights violations committed by non-State actors, investigate allegations of violations and punish wrongdoers. The standard is not one of strict liability, in which the State would be held accountable for acts of violence against women regardless of the circumstances, but rather one of reasonableness. It is based on principles of non-discrimination and good faith in application. The standard of due diligence therefore requires a State to act with the existing means at its disposal to address both individual acts of violence against women and the structural causes so as to prevent future violence.<sup>5</sup>

<sup>4</sup>Second Stage housing is considered to be the next step for women and children leaving an emergency shelter. The purpose of Second Stage housing is to provide long term, safe accommodation and accompanying support services for abused women and their children .

<sup>5</sup>UN General Assembly, "In-depth study on all forms of violence against women: Report of the Secretary-General", 2006, para. 257, 06-41974 (E) 310806.

States need to ensure they meet these obligations by providing sufficient support measures for victims of violence. Such measures include access to shelters, legal and medical support and preventative programs. In fact, the acceptable standard for children, as articulated in the *UN Convention on the Rights of the Child*, is: “In all actions concerning children, whether undertaken by public or private social welfare institutions, courts of law, administrative authorities or legislative bodies, *the best interests of the child shall be a primary consideration*” (Article 3.1). Similarly, for women, the bar is set high: “The States Parties to the present Covenant recognize the right of everyone to the enjoyment of the *highest attainable standard of physical and mental health.*” (*International Covenant on Economic, Social and Cultural Rights*, Article 12).

Due diligence is required if these values are to endure in Canadian society, and if they are to be meaningful to the vulnerable women and children fleeing violence in Alberta.



# Our Mandate

## The shelter movement in Alberta



Wars usually produce large numbers of refugees: witness the United Nations camps scattered around the world. And the War on Women has its own refugee camps, in the form of the 2,500 or so shelters for battered women and their children across North America. In the United States, more than 300,000 women and children seek safety in shelters each year. In Canada, the number is between 90,000 and 100,000.

Brian Vallee, *The War on Women*, Key Porter Books, 2007, p. 30

Since 1983, the Alberta Council of Women's Shelters [ACWS] has been helping to make Alberta a safer place for women and children fleeing domestic violence by providing support to women's shelters throughout the province. All of the 41 agencies delivering women's emergency, Second Stage and seniors' shelters in Alberta are members of the ACWS.

Our vision is a world free from violence and abuse. We are a province-wide, voluntary organization supporting women's shelters and their partners through education, research and services for the benefit of abused women and their children.

We believe in the empowerment of women and equal worth of all persons. We recognize our strength in numbers as we work together in a common mission. We believe the issues of violence and abuse are the responsibilities of the entire community including legal, social and political structures.

Our organization serves as the collective voice of member shelters. ACWS fosters networking and information sharing, assists in acquiring resources for member shelters, and works to influence public policy and systems. We also work hard to increase public awareness of family violence issues and to foster professional development within Alberta's sheltering movement.



<sup>6</sup> For more information, please see our website: [www.acws.ca](http://www.acws.ca).

## Alberta's Shelters

### Type and Name<sup>7</sup>

### Location

#### 35 Emergency Shelters

YWCA of Banff	Banff
Rowan House Emergency Shelter	Black Diamond
Canterra Safe House	Brooks
Awo Taan Healing Lodge	Calgary
Calgary Women's Emergency Shelter	Calgary
YWCA, Sheriff King Home	Calgary
Brigantia Place	Camrose
Dr. Margaret Savage Crisis Centre	Cold Lake
Edmonton Women's Shelter (2)	Edmonton
Lurana Shelter	Edmonton
Crossroads Resource Centre	Fairview
Paspew House, Mikisew Cree First Nation	Fort Chipewyan
Unity House	Fort McMurray
Grande Cache Transition House	Grande Cache
Odyssey House	Grande Prairie
Safe Home	High Level
Yellowhead Emergency Shelter	Hinton
Hope Haven Society	Lac La Biche
YWCA, Harbour House	Lethbridge
Lloydminster Interval Home	Lloydminster
Ermineskin Women's Shelter Society	Maskwaci
Phoenix Safe House	Medicine Hat
Eagle's Nest Stoney Family Shelter	Morley
Peace River Regional Women's Shelter	Peace River
Pincher Creek Women's Emergency Shelter	Pincher Creek
Central Alberta Women's Emergency Shelter	Red Deer
Mountain Rose Women's Shelter	Rocky Mountain House
A Safe Place	Sherwood Park
Columbus House of Hope	St. Paul
Community Crisis Society	Strathmore
Sucker Creek Women's Emergency Shelter	Sucker Creek
Safe Haven	Taber
Bigstone Cree Nation Women's Emergency Shelter	Wabasca
Wellspring Family Resource & Crisis Centre	Whitecourt

<sup>7</sup> For further information and contacts, please see [www.acws.ca](http://www.acws.ca).

## 10 Second Stage Shelters

	Location
Brenda Strafford Centre	Calgary
Discovery House Family Violence Prevention Centre	Calgary
Sonshine Community Services	Calgary
La Salle	Edmonton
Wings of Providence	Edmonton
Fort McMurray Family Crisis Centre <sup>8</sup>	Fort McMurray
Dolmar Manor	Lloydminster
Musasa House	Medicine Hat
Next Step	Sucker Creek
Bigstone Cree Nation Second Stage Shelter	Wabasca

## 2 Seniors' Shelters

	Location
Kerby Centre	Calgary
Edmonton Senior's Safe Housing (SAGE)	Edmonton

## Service Excellence

Shelter staff know from client exit survey data that they provide effective service. Ninety-five per cent of survey respondents say that as a result of their stay in shelter they have learned more about how to keep themselves and their dependants safe. It is not surprising, then, that research indicates: "Shelters remain an essential service . . . They have been at the forefront in training professionals and developing prevention programs, and now, having raised our awareness of the need for such supports, work in partnership with many health, justice, social services and mental health agencies."<sup>9</sup>

Shelter staff members in Alberta are the front line experts in interventions to protect the victims of family violence. Their efforts are no less than heroic. They work in the pressure cooker environment that is today's Alberta, a province that presents many barriers to their efforts.

According to national data, Alberta leads provincially in domestic assault, stalking and homicide-suicide; we are third for domestic homicide.<sup>10</sup> Placing these crime statistics alongside other provincial demographics brings into focus an alarming picture. Alberta is booming and leads Canada in population growth rates, on the one hand, and yet is deficient in housing and affordable housing, infrastructure, and it is leading in alcohol and addiction rates.<sup>11</sup>

In light of the high standard of shelter service provision, what do all these numbers mean? Shelters are a primary and effective defense against the realities of domestic violence in Alberta. Women and children are fleeing serious incidents of family violence when they enter these shelters. Far too many women and children have no access to resident programs due to capacity issues. Finally, shelter staff members work in an environment of over-demand for services in a province that is scrambling to keep up. This combination of high standard service provision, high demand and lack of capacity is quickly becoming untenable.

<sup>8</sup>Shelter is currently closed due to fire damage.

<sup>9</sup>Leslie Tutty, *Effective Practices in Sheltering Women: Leaving Violence in Intimate Relationships*, YWCA Canada, 2006, p. xxi.

<sup>10</sup>See Statistics Canada Juristat report, *Family Violence in Canada: A Statistical Profile*, 2005, Catalogue no. 85-224-XIE.

<sup>11</sup>Sarah O'Donnell, "Alberta Workers lead nation in seeking help," *Edmonton Journal*, B10, 2 June 2007.

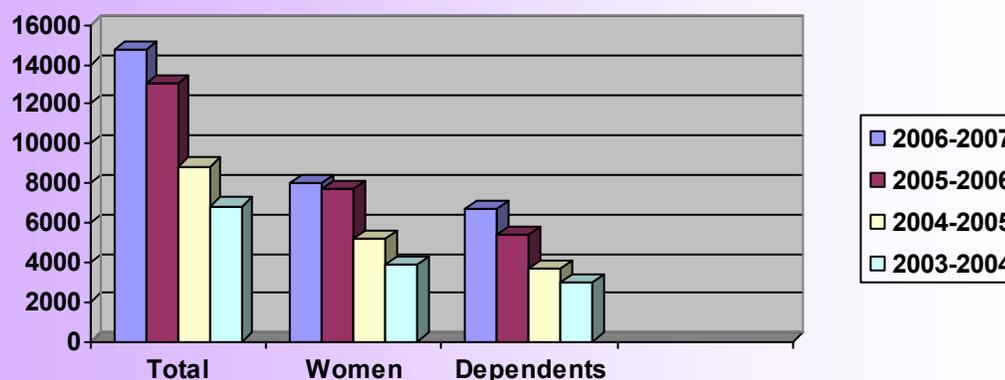
## Shelter capacity is stretched

The capacity issue at Alberta's shelters is central to this discussion. Of those women able to enter shelters, about 20 per cent had to try more than once to get in, due to shelters being full.<sup>12</sup> As for referrals to Second Stage shelters, only 56 per cent of those referred from emergency to Second Stage services could be admitted. While on average 53 per cent of the Aboriginal women could find access to emergency shelters, only 39 per cent could enter Second Stage shelters and benefit from those longer and more preventative-based programs.<sup>13</sup>

According to the UN, there is inherent value to service-based data that is collected with respect to delivery capacity:

Tracking the availability of services, such as shelters or refuges and other support for women who have been subjected to violence is also needed to evaluate a society's response to the problem. In addition, this information provides important context to analyses of the numbers of women coming forward for help. For example, growth in the availability of services may explain growth in the numbers seeking help. At the same time, low numbers of women using shelters or other services should not be interpreted as low demand or need in areas where few such services exist. This instead may point to obstacles preventing women from seeking services.<sup>14</sup>

Returning to ACWS data, the four-year turn-away<sup>15</sup> trend for Alberta emergency shelters is instructive:



Heavy demand for shelter services exceeds the capacity to provide for Alberta's women and children. Additionally, shelters are supplying services that are typically reimbursed at a rate that covers between 65 to 80 per cent of the actual costs.<sup>16</sup> Currently in Alberta, 21 per cent of emergency shelter bed capacity, 81 per cent of Second Stage and 77 per cent of seniors' shelters apartment capacity, remains unfunded by the provincial government.

<sup>12</sup>YWCA, *Effective Practices in Sheltering Women*, p. 51.

<sup>13</sup>ACWS, Fiscal Year Statistics, 2006-07

<sup>14</sup>UN General Assembly, "In depth study on forms of violence against women: Report of the Secretary-General", 2006, para. 2004, 06-41974 (B) 310806.

<sup>15</sup>ACWS data collected on the HOMES database. Please note, a woman and her dependants are counted once in a 24-hour period, by ACWS policy. Staff are trained to this policy in order to resolve the "double counting" problem.

<sup>16</sup>YWCA, *Effective Practices in Sheltering Women*, p. 19.



This means that only four of the provincially funded emergency shelters in Alberta are funded to provide 24-hour emergency services staffing for all their beds in 2008.

ACWS identifies this capacity failure as relevant to the *due diligence* value embodied in Canada's human rights commitments. Neglecting to provide adequate services constitutes a violation that must be addressed. ACWS has repeatedly called on all levels of government in Canada to consider obligations under international law; to plan, design and implement policies that directly address domestic violence; to establish cross-ministerial councils empowered to oversee the implementation of the policies; to work in partnership with NGOs that are Canada's experts; to actively provide resources to current victims and to prevent future crime.<sup>17</sup>

In short, ACWS is committed to the principle of *the best interests of the woman and the child* and to identifying durable solutions that contribute to a violence-free Alberta. Our member shelters work hard to provide protection and prevention. With their experience and training, shelter staff members are well positioned to identify gaps in services, and to design the programs still needed to respond to domestic violence. They know what works. They know what remains to be done.

<sup>17</sup>Since 2005, ACWS has met with the Alberta Caucus of MPs, various MLAs (such as Children's Services; Housing; Health and Wellness; Justice, etc) and municipal leaders. Our message is consistent. Please check our website, [www.acws.ca](http://www.acws.ca), for posted documents.

### ACWS Membership Profile

41 member agencies in 31 communities, who manage

- 2 seniors' shelters
- 35 emergency shelters including  
1 safe house and  
5 shelters on reserve
- 10 Second Stage shelters  
2 of which are on reserve

5 member agencies provide both Second Stage and emergency shelter.

31 agencies have contracts with the provincial government.

5 are funded through Indian and Northern Affairs Canada (with 3 of these agencies also receiving per diem rates from the province) and the remainder are funded through a variety of sources.

# Where We Are Now

## A statistical snapshot



### The Value of Good Data

More and better quality data are needed to guide national policies and programs and to monitor States' progress in addressing violence. Ensuring an adequate knowledge base through data collection is part of every State's obligation to address violence against women. States should take responsibility for the systematic collection and publication of data under the framework of official statistics, including supporting NGOs, academics and others engaged in such work.

*UN In-depth study on all forms of violence against women, 2006, para. 186.*

### ACWS data for 1 April 2006 – 31 March 2007

- Nearly 13,000 women and children were resident in Alberta's shelters, showing minimal increase over the previous year.<sup>18</sup>
- Nearly 27,000 women and children sought residence in an emergency shelter and were unable to be accommodated, up from nearly 21,000 in the previous fiscal year.
- Nearly 15,000 of these women and children were turned away from shelters because they were full, an increase of more than 1,500 from the previous fiscal year.
- Shelters received over 100,000 crisis calls, marking a 15 per cent increase over the previous fiscal year.
- 37 per cent of women admitted to women's emergency shelters reported that they had requested and received police assistance, a two per cent increase over the previous fiscal year.
- When they left women's shelters, 95 per cent of women reported they were now more able to keep themselves and their children safe.
- 78 per cent of women in shelters were assessed to be at high or serious risk of danger in their intimate partner relationship, a slight increase over last year's percentage of 75 per cent. Additionally, 96 per cent of women resident in Second Stage shelters were assessed to be at high or serious risk of assault or homicide.<sup>19</sup>
- Children represent 50 per cent of shelter residents.
- Shelters provide culturally appropriate services to the 57 per cent of women who self identified as Aboriginal.
- Of the women returning to an abusive relationship, 14 per cent cited housing and family pressure as key motivators, a 10 per cent increase over the preceding fiscal year.

<sup>18</sup>It is important to note that during this fiscal year 6 shelters had beds closed due to health reasons, for some of this time.

<sup>19</sup>Data is gathered using Dr. Jacquelyn Campbell's Danger Assessment Tool ([www.dangerassessment.com](http://www.dangerassessment.com))

- Currently, 21 per cent of emergency shelter bed capacity, 81 per cent of Second Stage capacity and 77 per cent of senior's shelters capacity remain unfunded by the provincial government. What this means is that in 2007-08 only four of the provincially funded emergency shelters in Alberta are fully funded to provide 24-hour emergency service, seven days a week.



# Where We Need to Go

## The case for Second Stage shelters in Alberta



Second Stage shelters are desperately needed by women and children leaving emergency shelters in the province of Alberta. Research suggests, "For every emergency shelter bed, there needs to be two or three Second Stage transitional beds."

In Alberta, there are currently 730 emergency beds and only 124 Second Stage apartments. This acute shortage does not take into consideration the scarcity of emergency shelter beds in certain parts of this province.

- ACWS

In Alberta, women's emergency shelters provide safe haven and programs that are typically available for a 21-day residency period. Second Stage shelters provide longer-term preventative interventions for six months or more. Preliminary findings recently released by ACWS (June 2008) suggest that women and children in Second Stage shelter are in danger.<sup>20</sup> The first phase of a two year study undertaken with Dr. Jacqueline Campbell, compared Danger Assessment scores for women accessing emergency shelter and Second Stage shelter.<sup>21</sup> Women in Second Stage more often reflected that their partners had threatened their lives, not uncommonly with a gun; had threatened to harm their children; and had forced them to have sex when they did not wish to.

The Canada Mortgage and Housing Corporation's report, *Canadian Next Step Program* concluded the following about Second Stage programming: "[it] is a critical factor in women deciding not to return to abusive partners. In general, women who had stayed in the Second Stage facilities were highly satisfied compared to those who had accessed other assisted housing options. As one would expect, finding affordable permanent housing on leaving Second Stage facilities was a major concern for the women in the study."<sup>22</sup>

<sup>20</sup>ACWS *Danger Assessment Research*, 2008.

<sup>21</sup>[www.dangerassessment.org](http://www.dangerassessment.org)

<sup>22</sup>CMHC study by SPR Associates (1997) and cited in YWCA, *Effective Practices in Sheltering Women*, p. 22.

Women's emergency and Second Stage shelters are a legitimate and useful response to domestic violence when they are adequately funded and well located. In fact they save lives.

Protective Factors for Child Development	
<i>WHO identified protective factors</i>	<i>Alberta shelter service provision</i>
Secure attachment of the child to adult family member.	Work with mother and child to build their relationship.
High levels of paternal care during childhood.	Support good parenting practices; in some cases, provide outreach support and programming to the child's father.
Lack of associating with delinquent or substance abusing peers.	Create protective and secure environments for the family.
A warm and supportive relationship with a non-offending parent.	Support parenting skills and life-skills for the mother.
A lack of abuse-related stress.	Create sequestered space for the family to experience relief from immediate trauma.
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A lack of abuse-related stress.	Create sequestered space for the family to experience relief from immediate trauma.

It is helpful to situate the work of Alberta's shelters in the context of internationally identified promising practices. For instance, the parallels between the World Health Organization's protective factors for children<sup>23</sup> and shelter program delivery highlight the intersections: Second Stage shelters make a difference. When they exist, women have access to services, support and care for a longer period. Second Stage shelters in Alberta could be viewed in the context of UNHCR research on effective interventions to empower women<sup>24</sup> in crisis:

<b>Main Principles of Women's Empowerment</b>	
<b>United Nations High Commission on Refugees</b>	<b>Second Stage shelter programs in Alberta</b>
<p><b>Awareness:</b> Awareness refers to the understanding that gender roles and unequal relations are not part of a natural order nor are they determined by biology. It entails the recognition by women that the subordination of women is imposed by a system of discrimination that is socially constructed and can be altered.</p>	<ul style="list-style-type: none"> <li>• Increase awareness of abuse and healthy relationships.</li> <li>• Women's groups and individual support build self-esteem and awareness of value.</li> <li>• Safety planning assists women in identifying and mitigating risk.</li> </ul>
<p><b>Participation:</b> Participation refers to the full and equal involvement of women in all decision-making processes and activities in the public and private spheres that affect their lives and the life of their community.</p>	<ul style="list-style-type: none"> <li>• Women are supported in pro-active decision making for themselves and their dependants.</li> <li>• Women are members of the Second Stage shelter community and participate in groups and community planning.</li> </ul>
<p><b>Mobilization:</b> Mobilization is the process of bringing women together to discuss common problems. Very often this leads to the formation of women's groups, organizations, and networks, and to public lobbying for the recognition of women's rights. Through mobilization, women identify gender inequalities, recognize the elements of discrimination and oppression, and devise collective strategies to solve problems.</p>	<ul style="list-style-type: none"> <li>• Progress on personal goals contributes to developing one's voice.</li> <li>• Increased knowledge and skills in areas of relationships; motivation/personal responsibility; self-esteem; assertiveness, communication and coping skills.</li> <li>• Increased knowledge and skills in parenting and the impact of exposure to family violence.</li> <li>• Increased understanding of the child's needs and capacity to help children deal with the effects of violence; increased self-worth; increased understanding of non-violent behavior.</li> </ul>
<p><b>Access and control:</b> Access and control refer to the capacity of women to be able to have access to or have control over services, resources, and the distribution of benefits.</p>	<p>Shelter provides the woman and her dependants with independent living arrangements.</p> <ul style="list-style-type: none"> <li>• Increased awareness and ability to access community resources.</li> <li>• Developed understanding of her rights.</li> </ul>

<sup>23</sup>World Health Organization, *Preventing Child Maltreatment: a guide to taking action and generating evidence*, 2006, p. 32.

<sup>24</sup>United Nations High Commissioner for Refugees, *UNHCR Handbook for the Protection of Women and Girls*, 2006, p. 36.

Shelter interventions are effective. Shelter staff know by intuition, direct experience and research that when a woman seeks help it works to mitigate her future victimization.<sup>25</sup> When shelters contribute to a woman's transition from abuse to a non-abusive future, the deterrent effect on violence is clear. Research also indicates that such life changes are a long-term process. It takes time to process trauma and find your way to healing. Access to shelter and availability of space are key factors in the equation. Emergency shelters provide interventions at the moment of crisis; Second Stage shelters are able to deliver the longer term care that assists a woman and her children in completing truly preventative work.

Through this work a woman and her children can achieve emotional and economic sustainability. This results in her being less dependent (or not all dependent) on essential emergency services. A recent *Social Return on Investment Analysis (SROI)* on the YWCA of Calgary's Mary Dover House, an 86 bed transitional housing facility, suggests that for every \$1 invested, \$2.70 is created in social value for the City of Calgary. This means over five years an estimated 17.3 million dollars is freed up in overburdened essential services (e.g. Child Welfare, Police, EMS, Hospital, Social Assistance, Social Housing) to be available for other women and children in dire need of these services.<sup>26</sup> Please see Appendix Ten (c) for complete SROI analysis.

One study indicates that, on average, the cost for Second Stage programs is much less than for an emergency shelter. Additionally, this same study argues that ideally, there should be two or three Second Stage beds for each emergency shelter bed.<sup>27</sup> At present in Alberta there are 730 emergency beds but only 372 Second Stage beds. This means that Alberta has a current capacity shortfall of 1,116 to 1,818 Second Stage beds (see Appendix Four for a breakdown of this need in Alberta). In a thriving economy in 2008, Alberta has huge budget surpluses. Considering the high numbers of turn-aways from shelters, the severe shortage of affordable housing *and* the Alberta government's budget surpluses, Alberta's non-compliance with the *due diligence* principle is stark, indeed.

<b>Risk factors for violence against women as identified by the UN.<sup>26</sup></b>	
<b>Social level</b>	<b>Risks</b>
Individual	For youth, a history of abuse as a child; witnessing marital violence in the home; the frequent use of alcohol and drugs; low educational or economic status; and membership in marginalized and excluded communities. These factors are associated with both the perpetrators and victims/survivors of violence.
Couple and family	Male control of wealth and decision-making authority within the family; a history of marital conflict; and significant interpersonal disparities in economic, educational or employment status.
Community	Women's isolation and lack of social support; community attitudes that tolerate and legitimize male violence; and high levels of social and economic disempowerment, including poverty.
Society	Gender roles that entrench male dominance and female subordination; and tolerance of violence as a means of conflict resolution.
State	Inadequate laws and policies for the prevention and punishment of violence; and limited awareness and sensitivity on the part of law enforcement officials, courts and social service providers.

<sup>25</sup>Richard Berk, Phyllis J. Newton and Sarah Fenstermaker Bert, "What a difference a Day Makes: An Empirical Study of the Impact of Shelters for Battered Women," *Journal of Marriage and the Family*, 1986, 48: 481-90.

<sup>26</sup>YWCA of Calgary, "Social Return On Investment Case Study: YWCA Mary Dover House", 2008.

<sup>27</sup>A Report on Domestic Violence Shelters in the City and the County of Los Angeles," Shelter Partnership, Inc., 1997. See also Stephen Coleman, for the Minnesota Centre Against Violence and Abuse, "An evaluation of Minnesota's shelter program for battered women: A report to the Minnesota legislature," 2001, ([www.mincava.umn.edu/documents/shelter/shelter.html](http://www.mincava.umn.edu/documents/shelter/shelter.html)).

Second Stage shelters provide a strong and effective response to the risk factors outlined above. Further, and in consonance with the *Beijing Declaration* and Platform for Action, these shelters actively attend to the strategic objectives that prevent violence against women. When shelter staff members can work with the women in shelter, over the longer term, they can assist them in exercising their human rights. When a woman learns how to exert her authority in her own life, as an individual, as a mother and intimate partner, and as a citizen in the community and in the wider world, she brings life to her capacity to enjoy human rights in Canada.

It has been routinely proven in numerous studies that early intervention in risk situations is most effective and cost-effective. Neglecting to provide comprehensive services at the outset of a problem results in expensive and reactive interventions in the future.<sup>28</sup>

For 25 years, ACWS has observed the incidence of domestic violence in Alberta, and the evolving public response to the problem. We understand Canadian values and see them inscribed in the gender equality rights provisions of the Charter of Rights and Freedoms, and in international agreements that Canada has signed. ACWS calls on all levels of government to honour these values on the ground where high-minded promises can come alive for the most vulnerable people in this country. On the world stage, Canada has ratified these promises and agreed to the implementation principle of: *to the maximum extent possible* (CRC, Article 6, 2). ACWS has done the due diligence. We are able to report with accuracy on what is being accomplished to protect women and children. We have identified the gaps in service. We are pointing to the way ahead with a specific call to action.

Funding Second Stage shelters is an achievable next step towards human rights fulfillment in Canada.

<sup>28</sup> Irwin Waller, *Less Law, More Order*, (2006).

# Our Conclusions

## Alberta can do better



### Due Diligence, *reprise*

The standard of due diligence therefore requires a State to act with the existing means at its disposal to address both individual acts of violence against women and the structural causes so as to prevent future violence.

UN *In-Depth Study On All Forms Of Violence Against Women*, 2006, para. 257.

ACWS cannot overstate the role of women's emergency, Second Stage and seniors' shelters in protecting women and children from family violence in Alberta. Shelter staff members are the front-runners in the community who understand the need to expand Second Stage Shelter services in Alberta. Every day they see the need. They know the results that can be achieved. At the level of civil society, they are responsibly fulfilling the mandate to due diligence. This report, *Second Stage Shelters: Closing the gap for women and children who are fleeing domestic violence in Alberta*, is part of the evidence.

Shelter staff members know that longer term residency means extended safety, stability and peace for women and children fleeing family violence. It means, for the woman, having the chance to take a deep breath, recover from injuries, set up a quiet home within a community of care, and connect her children with what they need.

It means talking with someone who can pass on skills for better life choices; help with planning nutritious meals; walk her through the maze of government forms; assist her with finding housing, a lawyer, a psychologist. It means not being alone and isolated. It means finding a path that she can walk with dignity and growing confidence. And all of this increases her chance of re-integrating into the local community and making a new start.

Shelter staff members are experts at delivering services and programs that are life-giving for the children in their care. The extended length of stay at Second Stage shelters means the world to children exposed to family violence.

First, and most important, the children know their mom is safe. This simple truth has powerful repercussions in the life of a traumatized child. Then, they know they have a safe place to sleep. They can stay in a consistent environment that provides warmth, food, play facilities and other children to meet. Finally, these children can count on support. They have safe adults to talk with and be around. They have specialist groups provided for them, to help them begin the process of trauma recovery. And they can go to a school where they can get to know the teachers, the other students and families for a longer term. These things are worth more than gold in the life of a child. Imagine the value of a two-year Second Stage shelter stay for the child in school. The need for safety and consistency is essential in policy development that affects the child who has been exposed to family violence.

### **What is missing from this equation?**

Women and children exiting from shelter in Alberta need the focused attention and urgent response from all levels of government.

Human rights agreements are in place; they simply need implementation.

Skilled, expert response exists in Alberta's shelters; it simply needs durable funding.

ACWS has the capacity to be the kind of partner that contributes strongly to the triangle of government, private sector, and civil society that is the basis of a democratic province. Together, we could really make a difference.

The Government of Alberta has no policy document or strategic plan in place to address the enormous needs this province faces in terms of spaces in emergency women's shelters, Second Stage and senior's shelters. Yet Alberta has posted a series of budget surpluses that could contribute to the critical solutions.

Family violence is a pandemic, and it is related to a myriad of social concerns. In the recent report, *Homelessness, Victimization and Crime: Knowledge and Actionable Recommendations*, the trauma of family violence is identified as pervasive. Concerning youths, the report states: "A high proportion of homeless youth have been in custody in child welfare or correctional systems. They are often released without adequate planning for housing. Their history of victimization in the family is rarely addressed."<sup>29</sup> As the report goes on to establish, to invest in family violence prevention and violence against women, is to reduce crime. It is also cost-effective: "A 2001 BC Study found that taxpayers save \$12,000 per year for every homeless person moved into supportive housing."<sup>30</sup>

<sup>29</sup>Ben Roebuck, et al, *Homelessness, Victimization and Crime: Knowledge and Actionable Recommendations*, Institute for the Prevention of Crime, University of Ottawa, 2008, p.3. [www.prevention-crime.ca](http://www.prevention-crime.ca).

<sup>30</sup>IBID, p. 13.

*Homelessness, Victimization and Crime* also has much to say about violence against women:

One study estimates that roughly 20 per cent of the adult homeless population is female. When women report the process of becoming homeless, they usually describe a combination of interconnecting events and factors, such as domestic violence, divorce, other family disruptions, poverty, and low-income housing shortages . . . . In particular, intimate partner violence is a common risk factor for homelessness because women can lose their source of income and their housing when they flee abusive partners.<sup>31</sup>

We believe that Second Stage shelters are an effective and legitimate response to the homelessness in Alberta. It is the best response to the disturbing rates of domestic violence in Alberta. Who else can match what the shelters are doing and the services they are providing? The work they do saves lives. At present, ACWS is undertaking extended research on the use of the Danger Assessment tool. Current data, over two years, from a Second Stage shelter, indicates that residents there are at 95 per cent danger for assault or homicide. This is a sobering statistic. We know with confidence that 76 per cent of the women in residence at emergency shelters in recent surveys are assessed at high danger.

Consider what these numbers can mean in human terms: the severe injuries, the family trauma and grief, the needless deaths of innocent citizens.

When full cost accounting is considered, Second Stage shelters have been proven to provide effective and cost effective interventions.

<sup>31</sup>IBID, p. 15.

Second Stage shelters are providing excellent service in Alberta; none of them have fully contracted, long-term agreements with the province. Yet even with them, the shortfall in service is disturbing. So many affordable, safe apartments are needed. So much support is missing.

It is time for the Government of Alberta to take responsibility for its mandate to due diligence, to respect the human rights of its citizens, and to assist Alberta's women and children when they flee family violence.





## **Part Two:**

# **Second Stage Shelters A Practical Guide for Alberta Communities**



# Planning a Second Stage Shelter



“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it’s the only thing that ever has.

Margaret Mead

Planning a Second Stage shelter in your community will require a considerable amount of dedication, time, energy and teamwork.

Begin with a careful and thorough plan. A good plan will help you introduce the idea of a Second Stage shelter to your community in a straightforward and uncomplicated way.

## **The role of the Board of Directors:**

The Board of Directors will play a major role in the development of a Second Stage project in the community. Working with the Executive Director, board members will be involved in the planning, development and establishment of a Second Stage shelter. They will go forward successfully with:

- good strategic planning
- inclusive team work
- community awareness

The Board of Directors should guide the process of establishing the new shelter. Often, by default, it is the executive director who assumes the principal role in all aspects of this project. In some instances, the executive director has been the general contractor of the building project, and the chair of all committees – far too much work for one person. However, when the board grasps the lead role it can reasonably delegate portions of the workload to short-term, ad hoc committees, such as fundraising, community advisory

committees, etc. This ensures a balanced distribution of the work as well as collaboration and consensus.

## **Some Basic Steps in Planning:**

Begin an open discussion that involves the shelter board, executive director, women clients, and local stakeholders about the need for a Second Stage shelter in your community. For some guidance see the “Criteria for Identifying Best Practices” below.

### **Decide on your goals for Second Stage services**

- What programs and services will you offer? What staffing is required?
- Will your board govern this new facility, or will it become a separate entity from the shelter? If it is a separate entity it will require its own incorporation status, bylaws.

### **Develop a preliminary plan that will guide the project in its early stages**

- Draft a budget that covers the project from inception to completion.
- Plan for committees to assist with fundraising, public awareness, design criteria and accessibility, etc.
- Look into human resources and administration costs for this process.

### **Conduct a feasibility study**

- Begin to gather information to support the idea of Second Stage shelters. See the information about needs assessments in the next section below.

### **Tour other Second Stage facilities in Alberta**

- Study the physical layout of the buildings.
- Look at the procedures/policies of Second Stage shelters
- Talk with their decision-makers about the process of opening a Second Stage shelter. Ask them what they have learned from the process, and what they might do differently if they were beginning again.

### **Establish a checklist of criteria, and find the right location for your shelter**

- Consider and plan for potential NIMBY [Not in My Back Yard] attitudes in your community.
- Investigate the options of new construction vs. purchasing an existing building, and renovating.

### **Design the physical plan/layout of the Second Stage shelter**

- Integrate Crime Prevention Through Environmental Design (CPTED) indicators into facility design.<sup>32</sup>
- Investigate and include CMHC requirements.
- Consider meeting Leadership in Environment and Energy Design (LEEDS) requirements.<sup>33</sup>
- Investigate current funding programs that support environmentally friendly choices.
- Consider the value of paying more for low maintenance equipment and design (flooring, counters, roofing, etc.).

### **Plan for security, outdoor playground equipment, garage/storage, parking and other extras.**

<sup>32</sup>CPTED is a recognized means for architects and designers to address a wide variety of security concerns. The basic principals of CPTED include access control and surveillance of specific areas to diminish opportunities for crime to occur and increasing the sense of security through activities that encourage informal control of the environment.

<sup>33</sup>Leadership in Energy and Environmental Design (LEEDS): [www.usgbc.org](http://www.usgbc.org).

**Develop a public awareness campaign** to invite community support and encourage potential partnerships. See Appendix Seven for a sample of a power point presentation as well as appendices Four (a) & Five for Second Stage Shelter Fact Sheet & Media Releases.

### **Design a capital campaign**

- Locate a fund development expert to advise and assist with the campaign.
- Explore options and sources for operational funding that can be included as part of your capital campaign. (i.e. a sustainability fund).

### **Research long-term maintenance costs and sustainability.**

### **Plan the launch date and promote community ownership and involvement.**

The Affordable Housing “Toolkit” Published by the Alberta Urban Municipalities Association is a useful planning guide in the development of Second Stage housing.

Go to [www.munilink.net/live/AUMA/Toolkits](http://www.munilink.net/live/AUMA/Toolkits) for the complete document.

### What is a needs assessment?<sup>34</sup>

A needs assessment is the process of **measuring the extent and nature of the needs** of a particular target population so that **services can respond** to them (Hooper 1999). It is a valuable tool in the planning process.

It is important to be clear about **whose needs** is the focus of the needs assessment. Ultimately, needs assessment should focus on the **needs of the target population** rather than on the needs of **service providers**. Nevertheless, service providers have a significant contribution to make to the process.

It is also important for the partners engaged in the needs assessment to clarify and agree what is meant by "needs". Pallant (2002) explained that needs exist when a benefit can be achieved from an intervention, and a measurable improvement can occur as a result of a change.

### The components of a needs assessment<sup>35</sup>

- A **review of the existing sources of information** relevant to abused women and their children in your community
- A **profile of existing services** and description of client profile.
- The views of **your target population**.
- The views of relevant **practitioners and service providers**.
- **Analysis and interpretation** of the results in order to draw conclusions.
- **Taking action** by identifying priorities for identified needs, appraising the options for meeting those needs, and creating an action plan that includes allocation of resources.
- **Monitoring and evaluation** to check that the changes you have introduced meet the needs of your target popula-

### Who should undertake the needs assessment?<sup>36</sup>

- **Those who know about the issues** relating to the target population: service providers or practitioners; people with research expertise in the area
- **Those who care about those issues:** representatives from the target population, from family or carer groups, or from the wider community
- **Those who can make changes happen:** managers of appropriate partner organisations / agencies, service planners and commissioners.

<sup>34</sup> For further information, the source of this definition is: [www.scotland.gov.uk/Publications/2004/01/18783/32016](http://www.scotland.gov.uk/Publications/2004/01/18783/32016).

<sup>35</sup> Ibid. As cited on the Government of Scotland webpage identified earlier.

<sup>36</sup> Ibid. Hooper and Longworth (2002), as cited on the Government of Scotland webpage identified earlier.

## Criteria for Identifying Best Practices <sup>37</sup>

### **Meeting the needs of abused women and their children**

1. Women help develop solutions, programs and policies.
2. Women are empowered as individuals to access services and develop skills to acquire long-term housing and employment.
3. Women actively pursue the goal of finding and maintaining short or long-term independence, and/or people are supported in defining and working toward their own solutions.
4. The project provides safety and security for clients, especially vulnerable groups such as women, children and youth.
5. Project or program is accessible for persons with disabilities.

### **Overall Philosophy or Approach**

1. Front-line service providers participate in the development of programs and policies.
2. Project takes a multi-dimensional approach to meeting the needs of abused women and their children
3. Services are designed to meet the particular needs of and diversity of the subpopulations of these women.
4. The project challenges current beliefs and norms about the nature of the problems and solutions to domestic violence.

### **Administration and Management**

1. The project is cost-effective, while maintaining quality service, including innovative use of existing resources responsible use of public resources, and partnerships between non-government organizations, governments and the private sector.
2. The project takes an innovative approach to management/administration.
3. The project is sustainable, with mechanisms in place to ensure the stability of ongoing operations and funding.
4. The project or program is accountable to clients, funders, employees and volunteers.

### **Adaptability by Other Organizations**

1. The project, or elements of it, could serve as a model which others could learn from and adapt to their own situations.
2. The wider community has access to information regarding the initiative.

### **Measurement/Verification**

1. Positive impact on the quality of life of clients is concrete and measurable.
2. Empirical research, case studies or other external evaluation document the impact of the project
3. References are gathered from other agencies and/or users of the program.

<sup>37</sup> Adapted from *Protocol for the Collection of Best Practices Addressing Homelessness*, in *More than A Roof*. [http://www.cdhalton.ca/pdf/More\\_Than\\_A\\_Roof.pdf](http://www.cdhalton.ca/pdf/More_Than_A_Roof.pdf).

# Advocacy



Advocacy: to speak up, plead the case of another, to champion a cause

Advocacy is something that one person does in support of another.<sup>38</sup>

It is about:

- Safeguarding people who are in situations where they are vulnerable.
- Speaking up for, or standing alongside, people who are not being heard and helping them to express their views and make their own decisions and contributions.
- Enabling people to make informed choices about their own social and health care in a way where they maintain control.

Individuals, organizations, businesses, and governments can engage in advocacy. For example, an advocate can write a letter to the editor of the local newspaper, contact political representatives, organize community meetings, distribute public education materials, participate in a public protest, or communicate a viewpoint to change a policy. Legislative advocacy, or lobbying, involves influencing public policy through the legislative process. If you are a registered charity, you will need to learn about advocacy requirements. [See the box on this page.]

To support a Second Stage shelter in your community, you will advocate for your project as well as for the women and children in need of the service. You will need to convince the local community, funding groups and donors as well as various government officials.

In undertaking advocacy work it is important to be familiar with the Canadian Revenue Agency's policy statement ([http://www.cra-arc.gc.ca/tax/charities/policy/cps/cps-022-e.html#P147\\_14872](http://www.cra-arc.gc.ca/tax/charities/policy/cps/cps-022-e.html#P147_14872)).

Some of the key issues to be aware of are listed below:

1. Registered charities with **less than \$50,000** annual income in the previous year can devote up to 20 per cent of their resources to political activities in the current year.
2. Registered charities whose annual income in the previous year was **between \$50,000 and \$100,000** can devote up to 15 per cent of their resources to political activities in the current year.
3. Registered charities whose annual income in the previous year was **between \$100,000 and \$200,000** can devote up to 12 per cent of their resources to political activities in the current year.

<sup>38</sup>[www.glasgow.gov.uk/en/YourCouncil/CustomerInvolvement/ServiceDepartments/SocialWork/Advocacy](http://www.glasgow.gov.uk/en/YourCouncil/CustomerInvolvement/ServiceDepartments/SocialWork/Advocacy).



## How to be an effective advocate

### Develop realistic objectives

- Analyze your objectives in a dialogue with others in your community.
- Refine and revise your objectives
- Describe the issue as you see it, define your goals and write a draft of your specific goals.
- Conduct a *needs assessment* to find out what clients and other members of the community think of your proposal, and to determine the existing policies, regulations and laws that might affect your proposal.
- Analyze how your objectives fit with those of others, as revealed in the needs assessment
- Refine and revise your objectives.

### Develop an action plan

- Determine what steps are needed to achieve your objectives
- List your priorities in order so that you start with the most basic step
- Establish a time line for each step
- If a community network exists, determine how best to work with it.

### Evaluate the action plan

- How well is your action plan working?
- Are you keeping to the time line? If not, why not?
- Do you need to change your approach?
- Do you need to change your community network?

### Evaluate the outcome

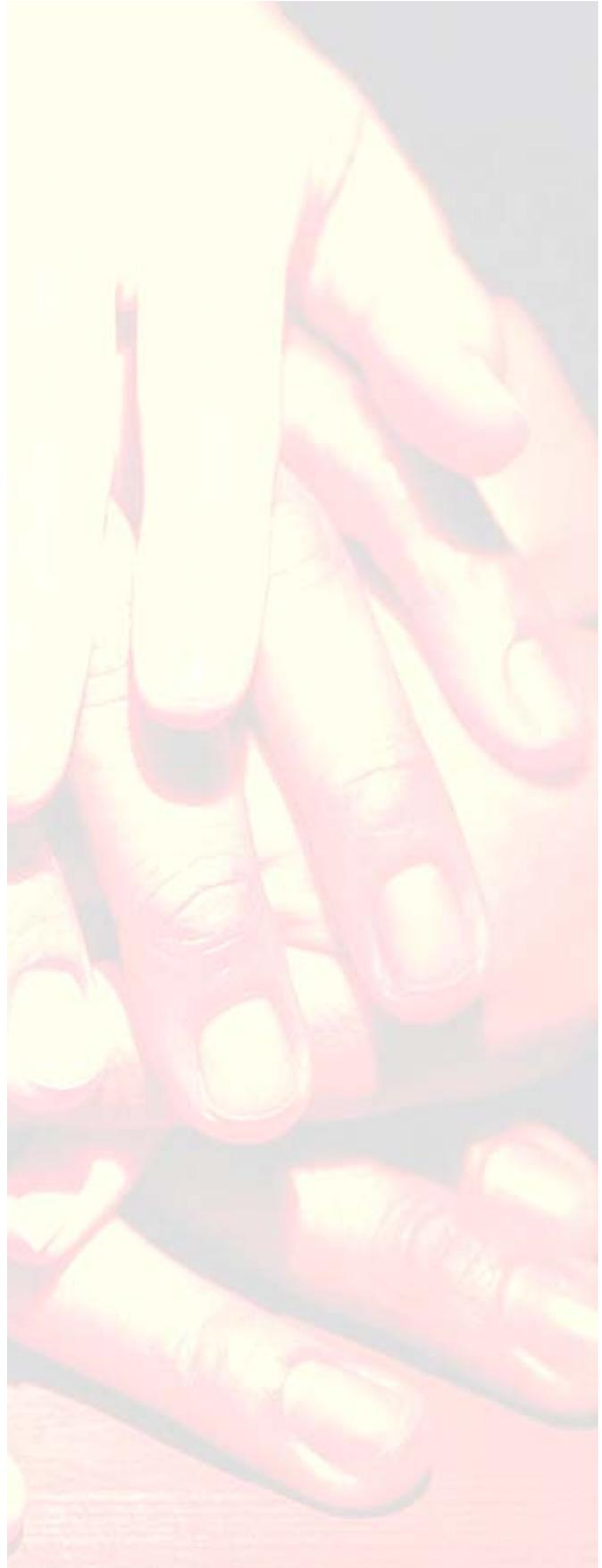
- Do others note your efforts?
- Are your efforts making a difference?
- Are your efforts creating a lasting change?



## Building relationships in your community

Community collaboration is an art! Creating solid, supportive relationships with community agencies, businesses, government and others will take time and effort.

- Make an ongoing commitment to each relationship. Do not seek out local MLAs, mayors and local councillors only when you need their help. Keep them involved, and up to date on what is happening at the shelter and across the province.
- Organize tours of your shelter with key stakeholders such as politicians, city council members, ministerial association members, the police force, schools, and other community groups.
- Maintain and enhance your connections with the local media. Invite reporters and commentators to your AGM and other public functions.
- Get to know your community. Speak about the shared challenge of domestic violence at your local community league, Rotary Club meeting, or visit other service clubs, women's groups, etc. When you attend these functions, use ACWS media releases, position statements and reports. Apply them to your local situation.
- Share resources with other agencies and organizations in your community.



## Sample letter to local municipal leader

1 January 2008

Dear Mayor Smith,

As you know, Caring Cottage has been serving abused women and children in this community for the past twenty years. We have been associated with the shelter for the past five years.

Alberta has been the provincial leader in family violence crimes over the past several years, according to data collected by Statistics Canada. Alberta's economic boom is having a profound effect on all of our communities. We are certainly seeing the impact at the shelter. Last year, we assisted [insert number] women and their [insert number] children in our shelter alone.

As a member of the Alberta Council of Women's Shelters, we have access to a statistical overview of the wider picture. Nearly 13,000 women and children were resident in Alberta's shelters in 2007; 15,000 were turned away because the shelters were full. Alberta's shelters are struggling to meet the heavy demand.

Caring Cottage wants to respond in a new way to this terrible situation. Right now we assist women with our 21-day residency program, but so much more help is needed.

We are seriously considering the development of a strategic plan for a Second Stage shelter for our community. Second Stage shelters offer residency to a family for six months or more, enough time to allow an abused woman and her children to create enduring solutions for themselves. We want to provide safe accommodation, programs and services for a sufficient period of time. Second Stage shelters have proven to be very effective in other Alberta communities.

Would you be willing to meet with the Caring Cottage Board of Directors to discuss the idea? We would like to brief you on the family violence situation in our area, and in the province. We would also like to provide you with information about the shelter's work, discuss other Second Stage facilities in Alberta; and, discuss your thoughts on our planned expansion before we begin our planning.

Ideally, we would meet at the shelter; it would be a pleasure to show you the shelter.

I/We look forward to hearing from you soon.

Sincerely,  
Hard working ED

Co-signed  
Hard working Board Chair

## How to inform the community about your Second Stage project

When the time comes to start promoting a Second Stage shelter, you might consider the following techniques to share your information:

- Print public information materials: fact sheets, newsletters, brochures, issue papers, etc.
- Place the information in prominent locations such as city halls, medical centers, libraries, colleges, and community bulletin boards in the local mall.
- Release technical reports: such as research and statistical information.
- Advertise in newspapers, radio, television and community newsletters.
- Suggest feature stories, opinion columns to your local newspaper.
- Suggest feature stories and community spotlight features to television and radio stations.
- Distribute response sheets, mail and e-mail questionnaires that invite public support and identify community concerns.
- Offer shelter tours as an opportunity to develop rapport with key stakeholders.
- Participate in community fairs and events with multiple activities to provide project information and to raise awareness about family violence and the need for Second Stage shelter.
- Provide public workshops, presentations, or meetings: foster public ownership of the proposed project.

These methods are just a few examples of ways you can inform your community about the importance of Second Stage shelters. Please see the ACWS website for public awareness materials that may be useful to you.

## Who will participate in the project?

Inspiring your community to support a Second Stage shelter is essential. Who should you invite to participate in planning discussions? Here is a list of possibilities to consider:

Community residents  
Community groups  
Religious organizations  
Community and social services groups  
Non-profit community developers  
Chambers of Commerce  
Financial institutions  
Rental property owners/landlords  
Members of your local council  
Representatives from relevant municipal, provincial and federal departments  
Local housing authority  
Builders/developers/realtors

# Fundraising



Fundraising is the gentle art of teaching the joy of giving.

Hank Rosso

In Alberta, the provincial government is still without a policy framework for Second Stage shelters. This is in spite of the excellent outcomes achieved by the two Second Stage facilities with which the provincial government has had annual, although partial, contracts for more than 20 years. To date, these two shelters remain “pilot projects” in government documents. ACWS notes with regret that the provincial government is still without a funding program that provides a durable solution for either of the two shelters already receiving some funds, or the remaining eight that operate without government support.

Clearly, for executive directors and their boards, fundraising is a necessary and ongoing challenge. Established Second Stage shelters confirm that their fundraising efforts make up a significant portion of their capital funds. Second Stage facilities are entirely dependent upon fundraising to sustain their programs, services and overall operating costs.

Hiring a reputable fund development company or a professional fundraiser to guide you through the capital campaign is highly recommended. Experienced executive directors indicate a tremendous benefit to securing such expertise. Additionally, the shelter’s Board of Directors is the main link between your organization and the community. It is essential that the Board assume leadership in the development of a fundraising strategy for the capital campaign. In fact, this is a key role for any board member.

Establishing a formal committee structure is a logical approach to share the fundraising work. Whether you decide to work with a fund development company, hire a professional fund-raiser, or assign a fundraising chairperson and committee to get you going on the capital campaign, it means that the search for funding will be shared.

The sample budget that follows will give you a guide to projecting future operating costs.

[See Appendix Two for *How to Develop a Winning Fundraising Proposal* for additional information.]

## SAMPLE BUDGET FOR SECOND STAGE SERVICES

<b>STAFFING<sup>39</sup></b>	
Salary costs	
Benefit costs	
Errors and omissions insurance coverage for staff	
<b>FACILITY COSTS</b>	
Mortgage, rent or lease costs	All shelters should be funded through social housing programs, either through capital dollars or through covering mortgages. The local sheltering agencies should fundraise to cover 20 per cent of the capital costs.
Taxes (if you do not receive rebate from municipality)	Shelters should be tax exempt. All taxes should be covered for their municipal and school taxes if not exempted by the local municipality or legislation.
Liability insurance	Actual insurance costs covered under core
Building insurance	Actual insurance costs covered under core
Utilities	Full utilities should be covered through core, both for the apartment and the common area.
Furnishings, moving and household effects	
<b>COMMON OPERATING COSTS</b>	
Emergency food relief	
Cleaning costs for offices, common areas, and apartments	
Program supplies (includes food for shelter programs; collective kitchens, crafts, library, educational materials for residents)	
Emergency funds (personal incidentals, such as food, prescription drugs, transportation, school fees)	
Transportation to emergency medical & dental care	
Facility supplies (paper products, cleaners, mops, etc.)	
<b>COMMON ADMINISTRATIVE COSTS</b>	
Audit fees	Board/staff development and recruitment
Legal fees	Postage
Bank fees	IT support
Office supplies	Standardized outcomes and training
Telephone	Web hosting
Travel	
<b>COMMON MAINTENANCE</b>	
Facility maintenance and supplies in accordance with a maintenance plan	
Facility equipment maintenance	
Office equipment maintenance	
Grounds maintenance	
<b>COMMON SECURITY COSTS</b>	
Monthly monitoring fee	

<sup>39</sup>See recommended staffing models, page 52.

## Selected fundraising resources

- Alberta Community Incentive Fund ([www.child.gov.ab.ca](http://www.child.gov.ab.ca)) provides two types grants; one up to \$10,000; the other \$75,000.
- Alberta Lottery Fund provides a number of options for funding (Community Facility Enhancement Program, Community Initiatives Fund, Major Community Facilities Program, etc.). Go to [www.albertalotteryfund.ca](http://www.albertalotteryfund.ca) for the most current information.
- “*Canadian Directory to Foundations & Grants*”, [Canadian Centre for Philanthropy](http://www.imaginecanada.ca), Taniguchi, Jason (ed.). This directory of more than 3,100 foundations was prepared by the Canadian Centre for Philanthropy and is available for an annual fee. Sample tours and more information can be found at [www.imaginecanada.ca](http://www.imaginecanada.ca).
- Canadian Mortgage & Housing Corporation: Shelter Enhancement Program ([www.cmhc.ca](http://www.cmhc.ca)). More details are provided in Appendix Three.
- Indian and Northern Affairs Canada: DIAND First Nations Family Violence Prevention Program ([www.ainc-inac.gc.ca](http://www.ainc-inac.gc.ca)).
- Charity Village ([www.charityvillage.ca](http://www.charityvillage.ca)). The link *Resources and Library*: will get you information on [Grant-Giving Foundations](#), [Canadian Information Sources](#), [Arms-Length Agencies and Independent Funding Sources](#) and much more.
- Human Resources and Social Development Canada: offers a number of programs from the Surplus Federal Real Property for Homelessness Initiative (SFRPHI) Transfer of government properties to non-profit organizations ([www.homelessness.gc.ca](http://www.homelessness.gc.ca)) through to training and partnership programs. Go to [http://www.hrsdc.gc.ca/en/corporate/funding\\_programs/index.shtml](http://www.hrsdc.gc.ca/en/corporate/funding_programs/index.shtml) for the most up to date information. For more detailed information on the National Homelessness Initiative: Transitional Housing Dollars Homelessness Partnering Strategy go to [www.homelessness.gc.ca](http://www.homelessness.gc.ca).

# Selecting a Location



"Everybody says, 'Take care of the homeless, take care of the boarder babies. But when you need a facility, they say, 'Not in my backyard.' "

Edward Koch, former mayor of New York

People typically do not like change and are fearful of new experiences. A shelter moving into a neighborhood may frighten some people. When that happens, some local residents will say the development is inappropriate or unwanted in their area, even though the development will clearly help many people. Some residents will agree the shelter is necessary, and would not oppose it if it were located somewhere else. Their key fear is that the shelter will increase levels of violence in the community.

This challenge is sometimes called the Not in My Backyard Syndrome, or NIMBY.

## What is NIMBY?

The NIMBY syndrome is collective opposition taken against proposed change – both physical and social – to the local environment. New housing construction, renovations to existing housing, landscaping, or altering traffic patterns all constitute physical changes. Social change denotes demographic, ethnic, racial or economic changes to a neighborhood social structure. NIMBY protest is based on the belief that change will have a negative effect on the character, socioeconomic status, or quality of life in a neighborhood.<sup>40</sup>

<sup>40</sup>This information is taken from the document "NIMBY-Guidelines for Action-Managing housing related disputes from the Rural and Small Town research and studies program".

## What to do about NIMBY attitudes in your community

Residents need information to help them make better decisions about issues that affect housing in their community. One of the most common complaints expressed by citizens with NIMBY attitudes is that they were not sufficiently informed about proposed changes.

Planners, elected officials and housing providers can all take an active role in educating the community about how to resolve NIMBY issues. Taking into account how people, individually and collectively, cope with change in the physical and social environment is at the very heart of dealing effectively with controversial development proposals.

Because housing affects the life of a community in so many ways, it is shortsighted for municipalities and the public at large to brush aside NIMBY concerns and unconditionally approve residential development proposals, as has often happened. Interested citizens, individual builders, housing advocacy groups, and responsible government agencies should have an opportunity to scrutinize and comment on housing development proposals. All have a stake in the growth of the community. Each citizen has a unique perspective on the implications of that growth.

When we encounter NIMBY attitudes in our own communities, we can draw lessons from recent research on this difficult issue.



Women's shelters need to be integrated into the community in a manner that is sensitive to the unique obstacles that battered women face. For example, approximately 40 per cent of the individuals admitted to women's shelters across Canada in 2003 – 2004 were children. This clearly represents a gendered planning challenge and guidelines should be drafted to account for this dynamic, perhaps to ensure that women's shelters are placed in child-friendly neighborhoods, and are in close proximity to parks, schools and day-cares.<sup>41</sup>

NIMBY fears need to be addressed openly. To prepare for the challenge, shelter advocates should organize a thoughtful and reasoned platform to explain why shelters for abused women and children should not be banished to the hidden corners of the community. Perhaps you could invite the manager of an existing Second Stage shelter in Alberta to address local fears, and reassure residents.

ACWS recently worked with the University of Lethbridge on a NIMBY study, "Women's Shelters in Southern Alberta: The Community Speaks."<sup>42</sup> You will find helpful recommendations from this research on the next page.

Please see Appendix Ten (a) and (b) at the end of this report for the two relevant research studies.

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<sup>41</sup>Please see Megan Krammerer, "Gendering the Land Use Planning Process: A Critical Analysis of the SNRF Designation and Women's Shelters in Vancouver," unpublished paper, 2006, p. 7. This paper is found in the Appendix Ten (b) to this document.

<sup>42</sup>Steve Thibodeau, Kate Woodman, Jason Solowoniuk and Dana Brokofsky, "Women's Shelters in Southern Alberta: The Community Speaks," (2007). This paper is found in the Appendix Ten (a) to this document.

## How to address NIMBY

### Shelters:

- Know the relevant zoning, bylaws, housing policies in your area.
- Involve local government, including the local councillor, as a shelter stakeholder, to ensure proper representation to local government officials.

### Existing shelters:

- Maintain ongoing public awareness campaigns with your local community, to increase visibility and community knowledge. See sample of media releases in Appendix Five.
- Shelter boards, executive directors should participate on other local boards (such as education, health, etc.) to extend the positive impact of shelter on community.
- Represent the shelter at local community meetings.

### Future shelters:

- Create a one-page backgrounder on shelter purpose, security features and programs and distribute widely. See Appendix Six for a sample backgrounder.
- Work extensively with community partners to establish visibility and connection with others in the area.
- Develop a shelter community relations committee for consultation with residents at the beginning of potential development.
- Create external appeal/curb appeal so that the shelter building and grounds add to the neighborhood's value.
- Include landscaping and building design by Crime Prevention Through Environmental Design (CPTED) standards.
- Ask for assistance from community partners – such as local police or childcare workers -- to inform residents of the benefits of a shelter in their area. Highlight the positives in conversations.
- Engage the media.

### Municipal councils:

- Review land-use bylaws to ensure they recognize the specific needs of women's shelters.
- Recognize the percentage of children resident in shelters and include this fact in location criteria.
- Recognize the transportation needs of shelter residents and provide accessible service.
- Know the facts about family violence in your area and province and respond with a view to protection and prevention.

### Provincial and Federal governments:

- Provide adequate funding mechanisms to ensure shelters can build and sustain welcoming, community-based facilities for the women and children in residence.

Finding the ideal location for your Second Stage shelter is a very important task. If your organization currently operates a women's emergency shelter, building the Second Stage shelter nearby is a logical choice.

We talked to executive directors in Alberta who manage Second Stage shelters near or beside the local emergency shelter. Most mentioned the tremendous advantage of sharing resources, monitoring security, and managing the overall administration when staff at both facilities worked close to one another.

On the other hand, some Second Stage executive directors would recommend that the new facility be located a fair distance from the emergency shelter. Their view is that overall administration and the sharing of resources is still possible. They observed that the women and children made a much easier transition, with less reliance on shelter staff, when they physically left the emergency shelter to move into the more independent environment that is a Second Stage shelter.

They also suggested that you consider the best interests of the women and children as your first priority when you consider the development of an independent living facility. Is the location conveniently located to services needed by the residents? For instance, is a school nearby? Is a bus stop nearby? What about grocery stores? Shelter residents may need to be in a more central location to reach community programs, services, jobs, medical appointments and to do general errands, especially if they lack a car.

Finding the right site for a Second Stage shelter poses unique challenges for rural communities. You will need to resolve how women in the region can reach the Second Stage shelter, and find solutions to their transportation problems. Shelters in small communities also have different needs around matters of visibility and security. You will need to address these issues, too.

In Alberta's cities, towns and rural areas, the community value of *inclusiveness* must be upheld and understood as a critical matter of human rights. As Megan Kammerer writes: "[Guidelines] should be re-written to stress that an ideal community is inclusive and accepting, to emphasize that women's shelters perform a valuable function that is urgently needed in all communities, and to affirm that shelters have a legitimate place in neighbourhoods."<sup>43</sup>

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<sup>43</sup>Megan Kammerer, "Gendering the Land Use Planning Process: A Critical Analysis of the SNRF Designation and Women's Shelters in Vancouver", 2006, p. 23.

# Finding the Right Building



## House prices spike across Alberta

Increased demand for housing (fuelled by rapid population growth) and rising construction costs led to a sharp spike in new house prices in the first nine months of 2006.

Prices in some areas of the province stabilized towards the end of the year. Overall, house prices in Alberta were up 39.6 per cent in 2006, almost four times the national increase of 10.2 per cent.

## Building construction costs rise sharply in Alberta

Rising costs for both labor and materials pushed up building construction costs. In 2006, average cost increases were nearly 13 per cent. In the fourth quarter, cost increases were close to 19 per cent, compared to the 8 per cent in the first quarter. Available evidence suggests that cost increases were even higher in some areas of construction, such as oil sands.

Economic Outlook 2007, [www.finance.gov.ab.ca/publications](http://www.finance.gov.ab.ca/publications).

## Should you renovate an existing building?

The economic climate in Alberta will pose a series of challenges as you consider your plan for a Second Stage shelter. You may be considering the acquisition and renovation of an existing building. If you are fortunate enough to be the recipient of donated property, a donated building, or both, a significant portion of fundraising will be eliminated.

When considering the purchase of an existing building, remember that existing buildings are no longer scooped up at bargain prices. The purchase price of an existing building will be considerably more expensive than it would have been three to five years ago.

Consider the vast economic growth in our province, labor shortages, and the increased demands on the construction industry. Hiring a general contractor and trades people to carry out the renovations will be a challenge.

Alberta's construction industry is candid about the exceedingly long wait lists for project starts and the less than firm completion dates. To manage these realities and risks, develop a thorough strategic plan.

## Should you construct a new building?

The economic climate in Alberta poses similar challenges for new construction. Building a new Second Stage shelter will allow you to construct your ideal facility as far as the physical layout and design is concerned. New construction will also eliminate upgrades and repairs that go along with acquiring an older building. However it is also very expensive, and local inflation in costs can make planning difficult. In some areas of Alberta the cost of real estate and new construction have doubled in the past three years, and this market continues to show a steady increase. Careful planning is essential.

## Are there other options?

Brainstorm as many options as you can. We have just identified two conventional approaches: renovate an existing building, and building a new one. What else might be possible? Some shelters share space with other agencies that provide housing. We have already discussed the possibility of sharing space with an existing women's emergency shelter. Perhaps your Second Stage project might become a part of a multi-use facility or provide a continuum of services from emergency to Second Stage.

## Physical Layout

Executive directors of Second Stage shelters in Alberta told us that the physical layout of their buildings varies among communities, and between urban and rural locations.

Some Second Stage shelters are designed as apartment complexes, while others are more like duplexes. Directors strongly recommended that you take the time to visit existing shelters across the province. Examine the physical layout, discuss policies, programs, and services with experienced colleagues, before you put your plan in motion.

Typically, Second Stage facilities blend apartments of different sizes, with one, two or three bedrooms. Our research suggests that the two and three bedroom apartments should be your primary focus with a limited number of one-bedroom units. The larger apartments accommodate families much better.

## Other considerations

- Designate a common area where you can deliver programs
- Devote special space for children's programs
- Create a front-desk or office area for administrative duties, and to monitor security
- Arrange counselling offices with privacy considerations in mind
- Add recreation space, indoors and outdoors

- Add self-serve laundry facilities
- Build ample storage: Residents will need storage sheds or units to store belongings; the staff will need storage space for lawn and garden equipment such as lawn mowers and snow blowers, and program equipment such as LCD projectors, computers, tables and chairs.
- Create daycare and out-of-school care spaces <sup>44</sup>
- Find a place for online computer training
- Add a quiet, reflection room
- Add space for staff wellness and gathering
- Add meeting space
- Add indoor and outdoor age appropriate children's play equipment
- Include recreational space and equipment for youth and women
- Equip the shelter units with major appliances and furniture
- Provide furniture and household items such as towels, bedding, small appliances, dishes, cutlery, cooking utensils, etc. for resident apartments
- Include garages, and designated resident and staff parking

Many Second Stage facilities in Alberta are located near public parks. A number of these shelters also have their own outdoor children's play equipment.

## Security concerns

Second Stage shelters require security as part of the risk management of shelter work. This may include some or all of the following:

- Indoor and outdoor security cameras
- Chain link fencing with privacy slats
- Motion lights
- Personal safety alarms for staff
- Riot glass or bullet proof glass windows
- High security locks
- Full-time security guards, or live in personnel
- Security systems
- Visibility of parking areas

<sup>44</sup>One Calgary facility is looking at the feasibility of including a daycare on-site. Not only will this benefit resident children and their moms, it will be available to community children, too. As such, it will be a revenue generator for the shelter.

## Crime Prevention Through Environmental Design <sup>45</sup>

- Crime Prevention through Environmental Design [CPTED] is a crime prevention strategy used by planners, architects, police services, security professionals and everyday users of space.
- CPTED contends that the proper design and effective use of the built environment can lead to a reduction in the incidence and fear of crime and improve the quality of life.
- Emphasis is placed on the physical environment, productive use of space, and behavior of people to create safe environments. In these spaces, environmental cues that create opportunities for crime are absent.
- CPTED is common sense.

Applying CPTED starts by asking: what is the purpose of the space, how is the space defined and how well does the physical design support the intended function? Answering these questions can promote effective design and problem solving.

Test your own design with these questions, based on CPTED concepts:

1. **Natural Surveillance** – Does the placement of physical features and activities around the building improve natural visibility or observation?
2. **Natural Access Control** – Does the design deter access to a target of crime, and create a perception of risk to the offender?
3. **Territorial Reinforcement** – Does the design define clear borders of controlled space from public to semi-private to private so that users develop a sense of ownership?
4. **Maintenance** – Does the design encourage the continued use of this space for its intended purpose?

### **Maintenance:**

It is often easier to raise capital funds than to find ongoing financial support for a Second Stage shelter. Try to include long-lasting and durable fittings for the shelter in your capital budget. For example, choose hard-wearing flooring, counter tops and long-life shingles. These are expensive but they won't need to be replaced as soon as less expensive materials.

Operating budgets are very lean for Second Stage shelters. Maintenance is an important issue. Your budget should include ongoing monthly maintenance and major repairs. Attending to small repairs, and apartment cleaning after residents move away, are reasonable maintenance expectations.

A fresh coat of paint can often address the regular wear and tear in an apartment unit. However, ongoing repairs to aging facilities and potential renovations may require yet another fundraiser.

Directors of Second Stage shelters stated that they would love to have an established building replacement and repair fund. However, with limited operating budgets establishing such a fund is unlikely.

Directors also recommend that a damage deposit equivalent to a full month's rent be required of each new family moving into the shelter. Outdoor maintenance is also a part of overall maintenance costs. Whether it is mowing the lawn in the summer, or snow removal in the winter, this is an added cost to consider.

<sup>45</sup>Please see: <http://www.cptedontario.ca/>. Please see also, for a comprehensive discussion of the issue: <http://www.designcentreforcpted.org/>



## What Canadians Want in their Workplace

In ranked order:

- Respectful treatment.
- Healthy and safe work environment.
- Trustworthy senior management.
- Work – life balance.
- Sense of pride and accomplishment.
- Training to do the job effectively.

*Rethinking Work*, national worker survey.  
EKOS Research Associates & The Graham Lowe Group, 2004.

### The Alberta Environment:

Recruitment and retention of qualified employees is a key consideration when planning a Second Stage shelter. With the tight Alberta labor market showing no signs of relaxing, the staffing challenge should be at the top of the strategic planning list.

Recent Alberta labor statistics highlight the issue:<sup>46</sup>

Alberta's seasonally adjusted unemployment rate was 3.8 per cent in June 2007. Alberta's unemployment rate remained the lowest in the country, well below the national average of 6.1 per cent.

Over the past 12 months, Alberta's employment growth was more than twice the national average, 4.6 per cent versus 2.0 per cent.

Demographic trends indicate the worker shortage is just beginning. In fact, it is predicted to become worse as baby boomers begin to retire. Alberta has a full employment economy and that presents critical challenges for the shelter sector, whether emergency or Second Stage.

Finding qualified, new employees, retaining them, and keeping their experience in the system are urgent tasks for executive directors. We know there is a labour shortfall in the women's shelters in Alberta. We also know that productivity and motivation deteriorate when staff members are overworked and overstressed. When shelter staff leave, it is expensive to advertise, hire and train new staff. We also know that shelter budgets are currently unable to provide competitive wages in today's labour market.

What, then, are the options?

<sup>46</sup>Additional information about Alberta's Labor Force Statistics may be found at <http://employment.alberta.ca>.

First, remember that salary is not one of the first six values identified by the Canadian worker. Employees are searching for professional development and training opportunities, advancement potential and less dictatorial management styles. Issues like flex time, day care and health insurance



become high priorities. As the work force gets older, concerns about retirement planning rise in importance. Staff members feel they are understood, and their needs are met, when organizations are willing to schedule work around their other commitments. This is the kind of atmosphere that builds dedication.

Other research supports these findings. In the groundbreaking study of the workplace, by the Gallup Organization<sup>47</sup>, a strong and vibrant work environment is found in the answers to these core questions:

- Do I know what is expected of me at work?
- Do I have the materials and equipment I need to do my work right?
- At work, do I have the opportunity to do what I do best every day?
- In the last seven days, have I received recognition or praise for doing good work?
- Does my supervisor, or someone at work, seem to care about me as a person?
- Is there someone at work who encourages my development?

Create a work environment that encourages your team to respond positively to these questions. This is one way to ensure staff retention.

<sup>47</sup>Marcus Buckingham and Curt Coffman, *First Break all the Rules: What the World's Greatest Managers do Differently*, Simon & Schuster, 1999, p. 48.

Creating a vibrant staff wellness program is another. Go to the ACWS website for links to [Guidebook to Vicarious Trauma: Recommended Solutions for Anti-Violence Workers](#).

You will find sample position descriptions for staff members of Second Stage shelters in Appendix Eight at the end of this report.

Try to understand your team .The following table on page 50, while not exhaustive, is a tool to help analyze and develop a better understanding of the characteristics of diverse staff members.

Consult the recommended staffing models and position descriptions (Page 51 & 52) from the *ACWS Second Stage Shelter Position Statement* to consider the staffing needs of your Second Stage shelter. The qualifications and training needs of new staff members will have repercussions at a number of levels in the organization.

The ACWS report, *Aspirational Standards*, outlines recommendations for orientation, training and development of staff. See Appendix One at the end of this report, or the ACWS website for the complete document.

BABYBOOMERS	GENERATION X	GENERATION Y
<b>APPROXIMATE CURRENT AGE AND WORK ENVIRONMENT</b>		
<ul style="list-style-type: none"> <li>• 40 - 59</li> <li>• Employed at a company</li> </ul>	<ul style="list-style-type: none"> <li>• 30 - 39</li> <li>• Employed at a company, self employed, telecommuting</li> </ul>	<ul style="list-style-type: none"> <li>• 18 - 29</li> <li>• Telecommuting, global working arena, Internet-based jobs</li> </ul>
<b>VISION OF WORK</b>		
<ul style="list-style-type: none"> <li>• Hierarchal structure</li> <li>• Specific role in the organization</li> <li>• Have a retirement plan</li> <li>• Want to "believe" in their company</li> <li>• Want to find enjoyment in their work again</li> <li>• Regret having made work too much of a priority</li> </ul>	<ul style="list-style-type: none"> <li>• Team structure</li> <li>• Participation in projects</li> <li>• Have a career plan</li> <li>• Are loyal provided they're getting something out of it</li> <li>• Assume that work and enjoyment should go hand in hand</li> <li>• Put their personal and professional lives on the same level</li> </ul>	<ul style="list-style-type: none"> <li>• Community structure</li> <li>• Free agent</li> <li>• Have a life plan</li> <li>• Look for loyalty from their co-workers</li> <li>• Assume that work should be enjoyable</li> <li>• Consider work to be an extension of their personal lives</li> </ul>
<b>MOTIVATIONAL FACTORS</b>		
<ul style="list-style-type: none"> <li>• Fair distribution of tasks</li> <li>• Availability of resources</li> <li>• Delegation of authority based on required tasks</li> <li>• Participation in the decision-making</li> <li>• Recognition of their experience and expertise</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to balance their personal and professional lives</li> <li>• Expectation of partnership with the company</li> <li>• Alignment of personal and company values</li> <li>• Desire for openness and transparency</li> <li>• Desire for personal growth through work</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity for new work experiences</li> <li>• Look for challenges, varied tasks and opportunities for promotion</li> <li>• Freedom, flexible hours</li> <li>• Participation in decisions</li> <li>• Friendly work environment</li> </ul>
<b>RETENTION FACTORS</b>		
<ul style="list-style-type: none"> <li>• Company's stability, employee benefits</li> <li>• Job security until retirement and advancement in the company</li> <li>• Recognition of their contribution to the company's success</li> </ul>	<ul style="list-style-type: none"> <li>• Relaxed company culture</li> <li>• Growth of expertise and ability to advance quickly</li> <li>• Recognition of their contribution to the team</li> </ul>	<ul style="list-style-type: none"> <li>• Company's technical savvy</li> <li>• Self-actualization, opportunity to learn new things</li> <li>• Recognition for their contribution within their community</li> </ul>

## Examples of Staff Positions and Job Descriptions<sup>48</sup>

**Executive Director:** reporting to the board of the directors, this individual is responsible for the organization's consistent achievement of its mission and financial objectives.

**Finance:** responsibility for bookkeeping, accounting, banking, payroll, financial planning, budgeting and employee benefits programs.

**Administrative Support:** all administrative and clerical duties, including confidential information for the executive director and board of directors.

**Program Manager/Second Stage Co-ordinator:** provides leadership, team development and program management

**Residential Counsellor:** addresses individual needs of residents, supports women and their families; assists women in setting personal goals, facilitates groups.

**Child Support Services:** addresses individual needs, supports children; assists in setting personal goals, facilitates groups.

**Youth Worker:** addresses individual needs, supports youth (age 11 – 17); assists in setting personal goals, facilitates groups.

**Facility:** responsible for day-to-day general cleaning and maintenance duties, some general landlord functions, e.g., collects rent, conducts walk throughs, lease agreement, etc.

**Outreach/Follow-up:** provides support services to women who have left the program and those who need to be a resident of the shelter.

**Public Education/Volunteer Co-ordinator:** builds public awareness and acts as a key contact with external stakeholders, administers volunteer program through recruitment, interviewing, screening, training, supervising and supporting volunteers.

**Family Support Worker/Reception/Security:** provides support for individual needs, data entry, performs basic reception duties. Ensures door security and security policies are followed and other duties as assigned.

<sup>48</sup> See Appendix Eight for Sample Position Descriptions

<b>RECOMMENDED STAFFING MODEL FOR STAND ALONE SECOND STAGE SHELTERS</b>				
<b>Position</b>	<b>4-8 apart-ments</b>	<b>9-12 apart-ments</b>	<b>13-16 apart-ments</b>	<b>17-20 apart-ments</b>
Executive Director	1	1	1	1
Finance	0.5	1	1	1
Administrative support	.5	1	1	1
Program Manager	0.5	1	1	1
Residential Counsellor	1	1.5	2	3
Child Support Services	1.5	2	3	3
Youth Worker	0.3	0.8	1	1
Facility	0.5	0.6	1	1
Outreach/Follow-up	1	1	1	2
Public Education/ Volunteer Co-ordinator	1	1	1	1.5
Family Support Worker/ Reception/Security	1.5	2	3	4.5
<b>TOTAL</b>	<b>9.3</b>	<b>12.9</b>	<b>16</b>	<b>20</b>

<b>RECOMMENDED STAFFING MODE FOR INTEGRATED SECOND STAGE SHELTERS <sup>49</sup></b>				
<b>Position</b>	<b>4-8 apart-ments</b>	<b>9-12 apart-ments</b>	<b>13-16 apart-ments</b>	<b>17-20 apartments</b>
Second Stage Co-ordinator	1	1	1	1
Finance	0.5	1	1	1
Administrative support	.5	1	1	1
Project Management Support	0.5	1	1	1
Family Support Worker/ Residential Counsellor	1	1.5	2	3
Child Support Services	1.5	2	3	3
Youth Worker	0.3	0.8	1	1
Facility	0.5	0.6	1	1
Outreach/Follow-up	1	1	1	2
Public Education/ Volunteer Co-ordinator	1	1	1	1.5
Reception/security	1.5	2	3	4.5
<b>TOTAL</b>	<b>9.3</b>	<b>12.9</b>	<b>16</b>	<b>20</b>

<sup>49</sup>Integrated Model: The integrated model reflects those shelter organizations that operate both an emergency and a Second Stage shelter. Second Stage co-ordinator would replace the executive director in a stand-alone model and .5 FTE needs to be added for project management support.

# Programs



## Reflection on a Shelter Stay

I remember the first words ever spoken to me by a shelter worker. I remember the power those words gave me. I will always be grateful to that worker a long time ago.

Cindy Toker, *Standing Together*, 2005, p.184.

Shelters make a difference in the lives of the women and children they serve. Shelter staff members are Alberta's experts in providing helpful programs and services to abused women and their families. Shelters respond to immediate crisis and *they prevent future violence*. Through their residency and outreach programs, and the heroic energy and commitment of their staff members, they offer practical help to thousands of Albertans in crisis.

Prevention is central to the work of Second Stage shelters. Programs vary throughout the province. Shelters located in Alberta's cities and towns typically have more access to community-based programs. Most Second Stage facilities offer some programs on site and may include some or all of the following:

- Weekly group counselling
- Individual counselling
- Child Support Programs
- Adolescent and Youth Programs
- Life Skills Programs
- Adult Education
- Community Kitchen Program
- Parenting Program

Most Second Stage shelters offer educational and support programs for residents on a weekly basis. Some shelters offer weekly information sessions on such topics as: the patterns of violence, the effects of violence on

children, building self-esteem, how to build community support. Other facilities may offer this information daily in a one-hour group session.

Women in rural Second Stage shelters may have limited access to a variety of community programs and services. These shelters may decide to seek out funding to offer these programs on site.

In most Second Stage shelters in Alberta, residents are required to participate in programs as a condition of residency. Executive directors stressed that the purpose of Second Stage shelters is to provide much more than long-term housing. Residents are expected to attend the programs that are provided. Should this not occur staff would explore the issue with the resident.

When a woman arrives at the shelter, a staff person is assigned to work with her on an individual basis. The resident develops an individual service plan or a goal/case plan. The staff members help the resident achieve her goals by making appropriate referrals during her stay. The resident can count on assistance to find community services, pursue educational or employment goals, or make plans for future housing. When she moves into independent community living, Second Stage shelters will offer outreach and follow-up programs to stay connected and prevent her isolation.

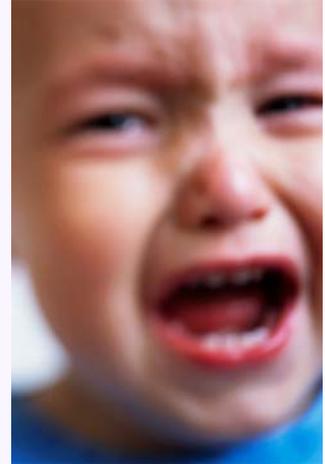
The variety, format and availability of programs depend upon the funding and resources of each Second Stage shelter. Programs and counselling services are key elements to the success of the women and children. The ultimate role of the Second Stage shelter is to provide longer term stays accompanied with ongoing information, support and referrals to assist women to grow stronger and move forward.

- **Residential Programs** may include individual counselling and support, as well as group programs for residents.
- **Parenting and Life Skills Programs** are generally offered on a weekly basis in Second Stage facilities. Parenting Programs are typically delivered with a recognized Parenting Program model, or informally with the women requesting specific topics for discussion. Topics covered may include anger, boundaries, self-care, addictions, sexually transmitted diseases, health, budgeting, spirituality, independent living and building a support system.
- **Community Kitchen Programs** are offered in several Second Stage facilities. Residents can learn new cooking and budgeting skills. The social aspect of the Community Kitchen Program is also an important component for the women participating in the program.
- **Childcare** is provided for the women who are attending programs as a rule. However, if a woman is pursuing her education, or employed, childcare becomes a major issue. Subsidized childcare is essential. Many women are prohibited from pursuing their education or employment goals because they do not have access to affordable child care. This is a significant barrier for women fleeing domestic violence.

## Children in Shelter

Nearly half of all residents in women's shelters are children. About 50 per cent of the Albertans turned away from shelters are children, too.

ACWS works hard to assist shelters in acquiring adequate resources; to produce public awareness about the complexities of family violence; and to organize training for shelter staff on the best way to assist children who have been exposed to family violence. Alberta's shelters are the front line experts in providing protective interventions for these children.<sup>50</sup>



The Second Stage shelter's capacity to provide continuous, targeted services can reassure children that their needs will be met and that their lives are valued. With longer-term residency, children can enjoy greater stability in shelters. They are enrolled in neighborhood schools during their stay, and this brings consistency to their educational experience. Helping these children find a normal school environment is an important way to offer stability in their young lives. These interventions hold real preventative potential for children fleeing family violence.

<sup>50</sup>For additional information on children resident in Alberta's shelters, please see, *Research Trends and Implications for Practice: The State of Alberta's Children*, ACWS policy report, 2007, [www.acws.ca](http://www.acws.ca).

One Alberta Second Stage shelter describes its children's programs in this way:

### **Discovery House Program Description <sup>51</sup>**

#### **Child and Youth Programs**

Children and teenagers are deeply influenced by exposure to violence in their homes. The primary place of nurture and security becomes, instead, a place of fear, anger and shame. Children raised with family violence are at risk of perpetuating the violence as adults.

The child and youth program helps young people who have been exposed to family violence or been abused in their families. Without proper counselling children will externalize or internalize their feelings of fear, anger, mistrust and sadness and hurt their chances of being healthy, happy adults. Our services assist children in learning how to express feelings and thoughts, develop problem solving skills, increase understanding about the cycle of violence, build healthy relationships, increase self esteem, gain emotional support, assess risk of danger and develop strategies to ensure their safety. These services are available to children and youth in residential and outreach programs.



<sup>51</sup> Please see the shelter website at: [www.discoveryhouse.ca](http://www.discoveryhouse.ca).

## Sample Program Standards, Outcomes and Philosophy

Outcomes	Measurement	Who Does It When	Success
Increased awareness of abuse and healthy relationships.	Self-Assessment Survey Pre/post test.	Completed by woman at admission and exit.	Increased self-assessment scores on survey.
Progress on personal goals.	Goal review at 3-month intervals. Personal Goal assessment sheet.	Goals established at admission, reviewed and updated every 3 months. Personal Goal assessment sheet completed by worker <sup>52</sup> and woman at exit.	Progress noted on personal goals at three month intervals. Examples of action taken and self-assessed improvement in goal areas at exit.
Increased awareness and ability to access community resources.	Self-Assessment Survey – Resources item. Personal Goals assessment sheet. Record of referrals made and followed up.	Completed by woman at admission and exit.  Completed by worker and woman at exit.	Increased self-assessment scores on survey. Examples of action taken on community resources. Evidence on referrals followed up.
Increased knowledge and skills in areas of relationships, motivation, personal responsibility, self-esteem, assertiveness, communication and coping skills.	Self-Assessment Survey. Exit notes. <i>(This could be made into a checklist as per success indicators)</i>	Completed by woman at admission and exit.  Completed by worker at exit.	Increased self-assessment scores on survey Evidence that woman has successfully organized key components necessary to a safe/secure environment, i.e. affordable housing; financial resources; education or employment; family resources (e.g. school, recreation for children), personal supports identified.
Increased knowledge and skills in parenting and the impact of exposure to family violence.	Exit interview.	Completed by worker, once every three months.	Parent reports increase in co-operative behavior, improvement in relationship.
Children increase coping skills to deal with the effects of violence; increased self-worth; increased understanding of non-violent behavior.	Self worth scale; trauma scale, counsellors observations.	Completed by workers, timing varied depending upon children's length of participation in the program.	Children have a safety plan, they are able to name their experience and emotions; children retell their experiences, increase in assessment scores, decrease in behavior correlated with children who have experienced violence in the home, children engage in healthy behavior through play and expressive arts.

<sup>52</sup>Residential counsellor or family support worker.

# Second Stage Shelters in Other Provinces



## The Cross-Canada Reality

It is natural to conclude that increased number of families experiencing violence and now using homeless shelters is simply a spill-over effect from at-capacity women's shelters who are keeping women longer and longer due to the lack of affordable or [Second Stage] housing to move their residents on to.

Sylvia Novac, *A Visceral Grief: Young Homeless Mothers and Loss of Child Custody*, p. 17.<sup>53</sup>

We will conclude this guide with a glimpse of Second Stage shelters in other provinces. We felt their experiences might prove helpful and interesting to Alberta communities when they plan a Second Stage shelter.

To provide a general picture, we completed a random sampling of three facilities in Saskatchewan (a province with five Second Stage shelters) and Ontario (with a total of 23). The shelters we contacted were all well established, and most had been operating for at least ten years.

Shelter directors told us that Second Stage programs and services – their challenges, funding sources, structure, and operations – are similar to those in Alberta.

Second Stage shelters in Saskatchewan and Ontario receive the majority of their capital funds in the form of a forgivable loan through the Canada Mortgage and Housing Corporation. Fundraising is a huge part of their capital campaigns, and is currently the primary source of their operating budgets. Ongoing funding is a major issue for Second Stage shelters in both provinces. Operating funds are raised primarily through fundraising initiatives. An Ontario director stated that without consistent and ongoing fundraising their shelter would have closed years ago.

Second Stage shelters in both provinces are comprised of duplexes, town houses or apartment complexes. Some have extensive security features while others do not. Length of stay ranges from twelve to eighteen months.

In Saskatchewan one shelter has a unique partnership with the local housing authority. The program provides apartment style housing for women and children leaving the emergency shelter. The women and children may access programs and services off site if they desire, but it is not a condition of residency. The apartment units are not furnished. Women might gather some items as they leave the shelter as a result of community donations. The apartment complex is owned by the shelter and managed by the local Housing Authority.

The Second Stage shelters that offer on-site programs are similar to those available in Alberta. The variety of programs is also comparable and once again all very dependent upon funding.

<sup>53</sup>Sylvia Novac, Emily Paradis, Joyce Brown and Heather Morton. *A Visceral Grief: Young Homeless Mothers and Loss of Child Custody*. Toronto: Centre for Urban and Community Studies, 2006.



**To learn more about shelters in other provinces, contact:**

Saskatchewan: Provincial Association of Transition Housing and Services of Saskatchewan [PATHS]  
[www.abusehotlines.org](http://www.abusehotlines.org)

Ontario:  
Ontario Association of Interval and Transition Houses (OAITH): [oaith@web.ca](mailto:oaith@web.ca)  
Ontario Women's Justice Network:  
[www.owjn.org/resource/shelter.htm](http://www.owjn.org/resource/shelter.htm)

Canada:  
National shelter directory: [www.shelternet.ca](http://www.shelternet.ca)  
Woman net: [www.womennet.ca](http://www.womennet.ca)

**Do you have other questions about Second Stage housing in Alberta?  
We welcome your calls. Please contact us.**

The Alberta Council of Women's Shelters  
1-780-456-7000  
[www.acws.ca](http://www.acws.ca)

# Appendix

<b><i>Appendix One</i></b>	<b><i>ACWS Aspirational Standards</i></b>
<b><i>Appendix Two</i></b>	<b><i>How to Develop a Winning Funding Proposal</i></b>
<b><i>Appendix Three</i></b>	<b><i>CMHC Shelter Enhancement Program</i></b>
<b><i>Appendix Four</i></b>	<b><i>Closing the Gap:</i></b> <ul style="list-style-type: none"><li><b><i>a. The Need for Second Stage Shelters in Alberta</i></b></li><li><b><i>b. Second Stage Shelter Fact Sheet</i></b></li></ul>
<b><i>Appendix Five</i></b>	<b><i>Media Release</i></b>
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<b><i>Appendix Eight</i></b>	<b><i>Sample Position Descriptions</i></b>
<b><i>Appendix Nine</i></b>	<b><i>Sample Second Stage Documents</i></b> <ul style="list-style-type: none"><li><b><i>a. Admission Criteria for Women Residents</i></b></li><li><b><i>b. Tenancy Agreement</i></b></li><li><b><i>c. Rental Policy</i></b></li><li><b><i>d. Checklist</i></b></li></ul>
<b><i>Appendix Ten</i></b>	<b><i>Research Papers</i></b> <ul style="list-style-type: none"><li><b><i>a. Women Shelters in Southern Alberta: The Community Speaks, School of Health Sciences, University of Lethbridge</i></b></li><li><b><i>b. “Gendering the Land Use Planning Process: A Critical Analysis of the SNRF Designation and Women’s Shelters in Vancouver”</i></b></li><li><b><i>c. Social Return on Investment (SROI) Case Study: YWCA Mary Dover House Investing to Strengthen Society</i></b></li></ul>





# **Appendix One**

## **ACWS Aspirational Standards**



(Go to [www.acws.ca](http://www.acws.ca) for the complete document.)

## **Orientation, training and development**

All personnel receive orientation, training and development regarding shelter objectives, resources, policies and services, the dynamics of abuse and the diverse needs and cultural differences of the individuals served by the shelter. Shelters also ensure personnel are familiar with the ACWS Ethical/Moral Framework, the ACWS information sharing agreement and the role of ACWS. The training and development follows timelines set by shelter policy, meeting or exceeding the following standards.

### **New staff**

During the first 60 days of work with a Shelter, staff receives orientation addressing the following elements:

1. the Shelter mission, philosophy, goals, services, management and governance system, code of ethics, quality improvement processes, policies, and procedures;
2. the rights of persons served, including confidentiality, disclosure of information, grievances, and advocacy;
3. the employee's duties and responsibilities;
4. assessing and reporting safety hazards;
5. identifying and responding to persons at high risk;
6. when to withdraw from unsafe situations;
7. preventing and controlling infection;
8. appropriate and safe use of equipment, supplies or medical devices (if applicable); and
9. emergency procedures and contacts, within and outside the Shelter.

### **New volunteers and students**

Prior to their first assignment, all volunteers and students receive orientation that addresses the following points:

1. the Shelter's mission, philosophy, goals, services, management and governance systems, code of ethics, quality improvement processes, policies and procedures;
2. the rights of persons served, including confidentiality, disclosure of information, grievances, and advocacy;
3. student and volunteer rights and responsibilities and duties, including a position description;
4. abuse protocols;
5. behaviour management practices;
6. assessing and reporting safety hazards;
7. identifying and responding to persons at higher risk;

### **Additional orientation, new staff**

Within six months, new staff receives additional orientation that addresses at least these elements:

1. cultural and socio-economic characteristics of the population served;
2. cultural diversity;
3. the shelter's relationship with other community resources, including ACWS;
4. effective use of volunteers (if volunteers are involved in the shelter), including supervision, recording volunteer involvement, evaluating performance, and recognizing volunteer efforts; and
5. monitoring and measuring outcomes using the Shelter data collection system, at a level appropriate to the Shelter and the staff position (e.g., front line staff will need to know somewhat different things about the system than supervisors or clerical staff), supplemented by additional training opportunities at least every two years.

### **Additional orientation, volunteer/student**

Within six months, all volunteers/students receive additional orientation addressing at least the following elements:

1. cultural and socio-economic characteristics of the population served;
2. cultural diversity;
3. the Shelter's relationship with other community resources, including ACWS; and
4. the safe and proper use of equipment, supplies, and/or medical devices.

### **Ongoing training**

All staff, volunteers and students receive a minimum number of training hours a year, whether internal or external, to improve their skills and learn the best practices in family violence intervention.



## **Appendix Two**

# **How to Develop a Winning Funding Proposal**



# HOW TO DEVELOP A WINNING FUNDING PROPOSAL

## 1. STATE YOUR OBJECTIVES

### Your objectives must:

- Be clear and realistic
- Stand out, not be buried in narrative
- Be important, significant and timely
- Describe the intended outcomes

### Tips:

- Each objective should be described in no more than one or two sentences
- They should be in approximate order of importance
- The objectives [ends] should not be confused with your methods [means] a good objective will indicate **what** will be done and **when** it will be done, a method explains **how** it will be done
- Put yourself in the clients shoes and ask why would I want this service

***Be sure to distinguish between means and ends.*** “The objective is to provide counseling and guidance services to delinquent youth.”

- The questions **reviewers** will want answered are:
- Are the proposed objectives **measurable** and do they relate to the stated problems?
- What **behavior** is to be changed?
- How will the change be **measured**?
- How **long will it take** to achieve each objective?
- What **measurement indicators** will be used to determine if the objectives have in fact been achieved?

## 2. THE ELEMENTS OF A PROPOSAL

- Cover Letter
- Title Page
- Table of Contents
- Executive Summary
- Introduction
- Definition of Needs
- Objectives
- Methods
- Plan for Evaluation
- Plan for Dissemination of Results
- Budget
- Appendices

### 3. THE COVER LETTER

- Have it signed by the highest authority possible so the funder knows it is appropriately endorsed
- Describe the content of the proposal
- Commit to follow-up with a telephone call to be sure it is received

### 4. THE TITLE PAGE

*Ordinarily the title page includes:*

- The project title
- The name of the organization applying for funding
- The name of the funder to whom you are submitting
- The date of submission

### 5. THE EXECUTIVE SUMMARY

- The first thing the funder will read
- Clear, concise and specific
- Some funders **screen** on the basis of the executive summary
- Request should be included at the beginning of the proposal

*The Executive Summary should:*

- Accurately reflect the **needs and values** of the funder
- Provide an **overview** of the proposal
- Indicate why the project is **important**
- Identify the **target group**
- Describe the **need**
- Describe the proposed **solution**
- Outline the **outcomes** and **achievements** you expect
- State the **costs**
- Document the **expertise** of your agency

### 6. THE INTRODUCTION

- The purpose is to establish your **credibility**
- Cite your organizational and personal qualifications
- Demonstrate that your project idea is significant in the eyes of the funder

**In this section you must:**

- Make it clear who you are
- Explain your organizational goals and philosophy
- Describe your agencies programs and services
- Demonstrate your credibility in the project topic area
- Set up the problem statement

## Credibility

Talk about anything unique about the way you got started and highlight the significant accomplishments of your organization. Keep a credibility file with:

- Copies of Newspaper articles about your organization
- Letters of support you have from various sources
- Statements by key figures in your field that endorse your kind of program even if you do not mention your agency by name.

## Tips

- Describe your track record
- Refer to support from others who know you
- Provide hard data about your past successes
- Relate this information to the goals of the funding source

## 7. THE STATEMENT OF NEED – ASSESMENT OF NEED

**This is the reason behind the proposal.** Be concise.

- State the need
- Describe how the needs were identified
- Demonstrate that you know what others have done
- Reinforce your credibility for addressing the need
- Link the needs and proposed solutions to the goals of your agency
- Justify why the funder should invest in addressing this need based on their area of interest

### In this section you must:

- Demonstrate a precise understanding of the need.
- Establish the importance of the need.
- Present a clear picture of the target.

## Tips

Don't say, "there is a lack of information about", rather explain the consequences of the information void. Describe the need in human terms.

- The questions **reviewers** will want answered are:
- Why should the proposal be funded?
- Are the needs to be met specifically stated?
- Are the target populations clearly defined?
- How long has the problem existed?
- What efforts have there been to date to meet the needs?

## 8. OBJECTIVES

**Your objectives specify the outcome of your project.**

Objectives:

Indicate precisely what you intend to change

Should explain what will be done, by whom, to whom, when how and to what level of performance

Your objectives should be:

- **Specific**
- **Immediate**
- **Measurable**
- **Practical**
- **Logical**
- **Evaluable**, meaning they can be evaluated.

These categories are not mutually exclusive but each objective should meet at least two or three of these criteria.

### **Example:**

The goal [overall intent and outcome]: “improving the quality of life for homeless individuals in our city”.

Objective: “to reduce the number of homeless [specific] [practical][logical] during the next 24 months [immediate] by 15% [evaluatable] as noted in the homeless survey report [measurable].”

## 9. METHODOLOGY

This section describes your **project activities** in detail. You need to:

- Include the **sequence**, flow, and interrelationship of activities
- Outline the planned **staffing** for the project
- Discuss the **risks** of your methods
- Indicate why your **success** is probable
- Tell what is **unique** about your approach

**The following information about the project staff should be included:**

- Their experience, education and training as they relate to the proposed responsibilities
- Specify the time allocated to the jobs
- Their reporting relationships with in the agency

Avoid relying on only new staff for the project.

Another way of looking at the methodology is to examine how, when, and why.

The informed reviewer will want to know:

- Why you have selected these methods?
- Why you think they will work?

### Tips

- Describe what the precise steps you will follow to carry out each objective. This includes **what** will be done, **who** will do it, and **when** it will be done.
- Consider highlighting the major milestones in a time-and-task chart.

The questions **reviewers** will want answered are:

- How many participants will be selected and by what eligibility criteria?
- Who will administer the program?
- What are the qualifications of program staff members and will they be part time or full time?
- What problems are anticipated and how are they addressed?
- What facilities and supplies will be necessary and available for implementing the program?
- Are consultants' costs to be charged to the grant and for what specific purpose?

## 10. STAFFING INFORMATION TO PROVIDE

- The number of staff, their qualifications and their assignments.
- Include volunteers and consultants, evaluations and specific expertise.
- Which staff are full time and which are part time?
- Identified staff already employed and those that will be recruited for the project. How will you free up the time of a fully deployed individual?
- Delineate the level of expertise, practical experience and educational background you require for key staff.
- If you have a project director, include the credentials and biographical sketch. A strong project director can help influence a grant decision.

## 11. EVALUATION

- One concept of evaluation is geared to the **results** of your program.
- Evaluation can also provide information necessary to make **adjustments** in your programs as it proceeds [critical friends identify areas of weakness, change focus, etc.]
- Ask yourself does the process work?
- Describe why evaluation is needed.
- Include the selection process that will be used to identify the evaluator
- Include your evaluators then in the proposal development process. The process involves:
  1. Identify precisely **what** will be evaluated
  2. Determining the **methods** you will use to evaluate each objective
  3. Completing the **evaluation design**

The questions **reviewers** will want answered are:

- What objective evaluation techniques will be used?
- How frequently?
- Who will evaluate the effort?
- Where will reports be sent?

## 12. DISSEMINATION

The purpose is to let others know about your purpose, methods and accomplishments. Some of the techniques are:

- Newsletters
- Conferences and seminars
- Journals articles
- Pamphlets
- Speeches
- Displays at meetings
- Press releases
- Internet or fax summaries

The question reviewers will want answered is how will the project results be shared with others?

## 13. BUDGET

The budget:

- Indicates what the project expenditures will be
- Affects your credibility

Mistakes to avoid:

- Incomplete budgets result from poor preparation
- High budgets indicate you are careless with money or are padding
- Low budgets suggest you don't know how to plan

Some funders state what they will and will not cover. Consider the following list:

- |                                |                               |
|--------------------------------|-------------------------------|
| • Accounting                   | Advertising                   |
| • Auditing                     | Computer time                 |
| • Consultants                  | Equipment                     |
| • Insurance                    | Legal costs                   |
| • Maintenance                  | Office supplies               |
| • Postage                      | Recruitment                   |
| • Rent or cost of space        | Repairs                       |
| • Salaries, wages and benefits | Telephone                     |
| • Travel                       | Training                      |
| • Utilities                    | Items paid from other sources |

Keep in mind how you arrive at these costs; keep the worksheets handy.

## **14. WRITING TIPS**

- If there are costly or contentious items in your budget, use a narrative to justify them and relate the costs to the project objectives
- Provide detail on the items such as travel
- State what is included in the benefits package
- If there are phases to the project, identify costs with each phase
- Make sure that the numbers add correctly

## **15. APPENDICES**

The proposal should be complete but readable.

Appendices do the following:

- Provide more detailed information some reviewers want to read
- For more scrutiny if the proposal seems acceptable – important if they are not familiar with your organization

**Examples of the types of information to put into appendices are:**

- A list of your Board of Directors
- Additional information about your fiscal management history including others that fund your organization
- Information from your credibility file that reflects what others say about you
- Supportive information that should be supplied but would take away from the readability of the proposal
- Annual reports
- Resumes of project staff
- Organization charts
- Reports on past successes
- Agency publications
- Letters of support
- Certificate of Incorporation & Charitable Number, if applicable.

**When you receive funding:**

- Send a letter of appreciation to your contact person.
- Know when your program and financial reports are due.
- Know how they are to be prepared, signed and submitted.
- Know the types of program changes you can make without prior funder approval.

**If you are rejected:**

- First find out what happened.
- Your contact person will likely be able to tell you what happened in the review process they can provide their views on what was considered to be strong or weak about your proposal.
- You can also request the reviewers' comments on your proposal.

- Do not take the reviewers comments personally. You can learn from the criticism and re-vise the proposal.
- Sometimes there is not enough money to fund all the proposals that merit funding. This puts reviewers into a mind set necessarily based to finding fault, rather than merit, in the proposals. This can lead to some harsh criticism.



**Appendix Three**  
**CHMC Shelter Enhancement**  
**Program**



### CMHC Shelter Enhancement Program

The Shelter Enhancement Program (SEP) assists in repairing, rehabilitating and improving existing shelters for women and their children, youth and men who are victims of family violence; and in acquiring or building new shelters and second-stage housing where needed.

#### Who is eligible?

- non-profit corporations
- charities that, as a principal objective, house women and children, youth or men who are victims of family violence.

As funding is limited to capital assistance, sponsor groups must obtain the assurance of operating assistance for emergency shelters. For second stage shelters, occupants are expected to make modest contributions to offset the project's operating costs.

Eligible repairs/work are those required to:

- bring existing emergency shelters and second stage shelters up to health and safety standards
- permit accessibility for disabled occupants
- provide adequate and safe program and play areas for children
- ensure appropriate security for occupants.

#### What assistance is available?

**The assistance is in the form of a fully forgivable loan which does not have to be repaid provided the owner adheres to the conditions of the program.**

**New Development :** For newly developed projects, CMHC may contribute up to 100% of a project's capital cost. This assistance must be secured by a forgivable 15-year mortgage.

**Renovation:** The maximum loan for renovation varies with the number of existing units/bed-units within the project and its location.

	<b>Maximum Total Loan (per unit / bed unit)</b>
Zone 1: Southern areas of Canada	\$24,000
Zone 2: Northern areas of Canada	\$28,000
Zone 3: Far Northern areas	\$36,000

IMPORTANT: Work carried out before the loan is approved in writing is not eligible for funding under this program.

For more information

Edmonton  
(780) 423-8735  
210, 10405 Jasper Avenue,  
Edmonton, AB  
T5J 3N4

Mail to: CMHC Edmonton Office  
PO Box 1273  
Edmonton, AB  
T5J 2M8  
Phone: (780) 423-8700

Calgary  
CMHC Calgary Office  
1000 - 7th Avenue, S.W., Suite 200  
Calgary, Alberta  
T2P 5L5

Mail to: Prairie and Territories Business Centre  
Suite 200, 1000 - 7th Avenue S.W.  
Calgary, Alberta  
T2P 5L5

Phone: (403) 515-3000  
Toll Free: 1 877 499-7245  
TTY: 1 888 841-4975  
Fax: (403) 515-2930  
Website: [www.cmhc-schl.gc.ca](http://www.cmhc-schl.gc.ca)



## **Appendix Four**

### **Closing the Gap**



## Appendix Four a

### The Need for Second Stage Shelters in Alberta

The following chart demonstrates the need for Second Stage apartments in Alberta based on the number of beds reported by emergency shelters in Alberta in April, 2007. The range is calculated based on the need for two to three transitional beds for every emergency bed.

Community	Number of Emergency Beds	Number of 2nd Stage Beds Needed	Number of Second Stage Apartments Needed	Actual Apartments Now Available	Apartment Shortfall
Banff	3	6 - 9	2 - 3	0	2 - 3
Black Diamond	6	12 - 18	4 - 6	0	4 - 6
Brooks	10	20 - 30	7 - 10	5	2 - 5
Calgary	105	210 - 315	70 - 105	67	3 - 38
Camrose	22	44 - 66	15 - 22	0	15 - 22
Cold Lake	30	60 - 90	20 - 30	0	20 - 30
Edmonton	92	184 - 276	62 - 92	29	33 - 63
Fairview	23	46 - 69	16 - 23	0	16 - 23
Ft Chipewyan	8	16 - 24	6 - 8	0	6 - 8
Fort McMurray	25	50 - 75	17 - 25	0	17 - 25
Grande Cache	6	12 - 18	4 - 6	0	4 - 6
Grande Prairie	40	80 - 120	27 - 40	0	27 - 40
High Level	13	26 - 39	9 - 13	0	9 - 13
Hinton	11	22 - 33	8 - 11	0	8 - 11
Lac La Biche	21	42 - 63	14 - 21	0	14 - 21
Lethbridge	24	48 - 72	16 - 24	0	16 - 24
Lloydminster	21	42 - 63	14 - 21	5	9 - 16

<b>Community</b>	<b>Number of Emergency Beds</b>	<b>Number of 2nd Stage Beds Needed</b>	<b>Number of Second Stage Apartments Needed</b>	<b>Actual Apartments Now Avail- able</b>	<b>Apartment Shortfall</b>
Maskwaci	16	32 - 48	11 - 16	0	11 - 16
Medicine Hat	18	36 - 54	12 - 18	10	2 - 8
Morley	20	40 - 60	14 - 20	0	14 - 20
Peace River	23	46 - 69	16 - 23	0	16 - 23
Pincher Creek	16	32 - 48	11 - 16	0	11 - 16
Red Deer	36	72 - 108	24 - 36	0	24 - 36
Rocky Mountain House	7	14 - 21	5 - 7	0	5 - 7
Sherwood Park	35	70 - 105	24 - 35	0	24 - 35
St. Paul	16	32 - 48	11 - 16	0	11 - 16
Strathmore	17	34 - 51	12 - 17	0	12 - 17
Sucker Creek	24	48 - 72	16 - 24	4	12 - 20
Taber	18	36 - 54	12 - 18	0	12 - 18
Wabasca	10	20 - 30	7 - 10	4	3 - 6
Whitecourt	14	28 - 42	10 - 14	0	10 - 14
<b>TOTALS</b>	730	1,460 - 2,190	496 - 730	124	372 - 606



Insert your logo here

## CLOSING THE GAP: SECOND STAGE SHELTER FACT SHEET

### What is a Second Stage Shelter?

A Second Stage shelter is the next step for women and children leaving an emergency shelter. The purpose is to provide long term, safe accommodation and accompanying support services for abused women and their children.

### Why is a Second Stage Shelter Needed?

Second Stage Shelters are desperately needed by women and children leaving emergency shelters in the province of Alberta. Research suggests “for every emergency shelter bed, there needs to be two or three second stage transitional beds.” In Alberta, there are currently 692 emergency beds and only 99 second stage apartments. In our community, we need 400-600 apartments to fill the gap.

The Alberta Council of Women’s Shelters reports that women returning to a current abusive relationship cite housing and family pressure as key reasons for their return.

### Is Second-Stage Housing an Effective Program?

An evaluation of 68 Second Stage shelters of the CMHC Canadian Next Step Program (SPR Associates, 1997) concluded that second-stage housing is a critical factor in women deciding not to return to abusive partners. In general, women who had stayed in the second-stage facilities were highly satisfied compared to those who had accessed other assisted housing options.

A recent YWCA Study indicates that several evaluations have also been conducted on second-stage shelters. Russell (1990) reported that the residents commonly valued individual counseling provided to them and their children. In Calgary, McDonald, et al. reported that women had “more internal control and more social independence at six month follow-up compared to what they experienced when they entered the house.” (McDonald, 1989, p.122).

***\* YWCA Canada – A Turning Point for Women Study, Effective Practices in Sheltering Women Leaving Violence in Intimate Relationships, Phase II Report 2006, Chapter 2, Page 22***





## **Appendix Five Media Release**



*Insert Logos Here*

### LOCAL MEDIA RELEASE

**For immediate release: (date)**

[Name of your town] **needs more Second Stage shelters to help families escape domestic violence**

YOUR TOWN, AB – The Name of Your Organization issued an urgent call today for a Second Stage shelter to assist women and children who need a safe and affordable place to recover from family violence.

The name of your organization is asking for the support of the city/town/county council, as well as local MLA Name of MLA, in meetings this week.

Last year, number women and children stayed in the Name of Nearest Emergency Shelter. Across Alberta, nearly 13,000 Albertans stayed in a shelter in the same year. More than 15,000 Albertans were turned away because shelters were full, an increase of 1,500 from the year before.

Alberta's severe shortage of affordable housing makes it almost impossible for abused women and children to leave violent homes, says the Alberta Council of Women's Shelters [ACWS].

"Emergency shelters can offer a place to stay and recover for 21 days," said Jan Reimer, provincial coordinator. "These shelters offer essential service, and save lives, but abused women and their children need more time and stability to recover and make a fresh start."

A Second Stage shelter typically offers a woman and her family a small apartment and support programs for six months or more. Children can attend school in a stable environment while their mothers work or attend classes. Second Stage shelters are also equipped with the extra security protection the families need.

"We have only ten Second Stage shelters in Alberta, said Reimer. " We need between 1,116 to 1,818 Second Stage beds to meet the heavy demand."

Here in Name of Your Town, the Name of Your Organization is trying to establish a Second Stage shelter to improve services for troubled families.

"We need the help of everyone in this community to make it happen," said Name of Board Chair or Executive Director of Your Organization. The public is invited to a meeting to discuss the idea at time, place, day.

**For more information, contact:**

**Name of Your Organization**  
**Phone number, email address**





## **Appendix Six**

### **One Page Backgrounder**



### ONE PAGE BACKGROUNDER

#### **Second Stage shelters: Closing the gap for women and children who are fleeing domestic violence in Alberta**

Albertans need to find new ways – and better ways – to contend with some of the highest rates of domestic violence crimes in Canada.

The Alberta Council of Women’s Shelters offers this report as part of the solution.

In Part One, we suggest a new focus on Second Stage shelters to improve Alberta’s assistance to abused women and their families. Citing new research, we outline the urgency of our challenge.

In Part Two, we provide a practical guide for Alberta communities that want to open a Second Stage shelter. We are sending this guide to every municipality in the province as a call to action.

Alberta’s emergency women’s shelters provide safe accommodation for women and children in crisis for up to 21 days. Where are these families supposed to go when they leave the emergency shelter? Housing costs in Alberta have soared in a decade of rapid economic growth. An influx of new workers is compounding the severe shortage of affordable housing.

Second Stage shelters provide safe accommodation with supportive programs for six months or more. They give a woman the necessary time to heal the wounds of an abusive relationship, and to find counselling, a job or educational opportunity and a safer home for her family.

At present, Alberta has only ten Second Stage shelters. Five are in Edmonton and Calgary; three are in smaller cities and two are on First Nations reserves. There are only 124 apartments in these Second Stage shelters. ACWS research suggests the actual need is somewhere between 496 and 730 apartments.

Twenty Alberta shelters told researchers that more than half of the women they serve need Second Stage programs. Most women cannot be placed due to an acute shortage of spaces.

The provincial government does not have a funding program for Second Stage shelters. Only two of the Second Stage housing programs receive partial funding from the Women’s Shelter Program administered by Alberta Children’s Services.

#### **Media Contact:**

**Jan Reimer, Provincial Coordinator, ACWS**

[janreimer@acws.ca](mailto:janreimer@acws.ca)

**Patti McClocklin, Communication Specialist, ACWS**

[p.mcclocklin@acws.ca](mailto:p.mcclocklin@acws.ca)

**Phone: 780-456-7000**

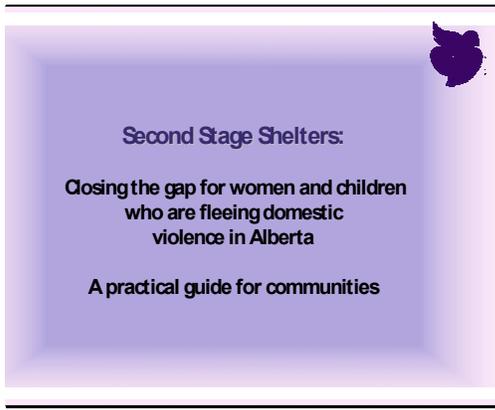




## **Appendix Seven**

# **Powerpoint Presentation**





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They could be your grandchildren,  
or the kids down the block . .

· Of the Albertans who seek refuge in women's shelters, half  
are children



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Alberta's shelters do the best they can to help . . .

From Brooks to High Level, from Fincher Creek to Fort  
Chipewyan, Alberta's women's shelters offer safety and  
around-the-clock compassion

Alberta has 35 emergency women's shelters; 10 Second  
Stage shelters; and two seniors' shelters, that serve  
elderly men and women who have been abused.

The Alberta Council of Women's Shelters represents 41  
of these shelters, including the five shelters on First  
Nations reserves.



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**Emergency shelters are essential . . .  
but they're not enough**

- Emergency shelters in Alberta can offer temporary accommodation to abused women and their children for 21 days
- Specialists on staff offer expert counselling, personal support, childcare and special programs to help the family make a fresh start.
- What happens when the 21 days of over?



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### Where can an Alberta family in crisis find a home?

- Still recovering from physical and emotional injuries, often without an income, an abused woman needs more time to recover more counselling and a home of her own.
- It is almost impossible for an Alberta woman to leave her abuser, and protect her children from violence, if she can't find an apartment or small home she can afford
- Housing costs in Alberta have soared at a time of rapid economic growth.
- An influx of new workers has led to a severe shortage of affordable housing in most communities



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### What is a Second Stage shelter?

- A Second Stage shelter provides safe accommodation with supportive programs for six months, or more.
- Second Stage shelters are most often small apartment buildings with extra security features to protect residents. Specialists on staff assist the families in their recovery
- Second Stage shelters give an abused woman the necessary time and privacy to recover from an abusive relationship, to benefit from counselling, to find a job or educational opportunity – and to retrieve her confidence and independence.
- They also give her more time to look for a permanent home for herself and her children in her chosen community



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**Women Resident in Second Stage Shelters Are In Danger** (ACWS Danger Assessment Research, 2008).

Preliminary results of a 2 year study comparing Danger Assessment scores for women accessing emergency and second stage shelters suggest that partners of women in second stage more often:

- Threatened their lives, not uncommonly with a gun;
- Threatened to harm their children;
- Forced them to have sex when they did not wish to.

*Danger Assessment: [www.dangerassessment.org](http://www.dangerassessment.org)*

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**How do Second Stage shelters help children?**

- Children in a Second Stage shelter can go to sleep, knowing they are safe. The doors are locked. The building is secure. Their mother is nearby, and nobody will hurt her.
- They can stay in one community long enough to make friends, and finish their school year in the same class.
- At the Second Stage shelter, they can also benefit from expert childcare, after-school care and the parenting help offered to their mothers by trained counselors.
- They have necessary time to heal from everything they have suffered, everything they have witnessed.



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**Do Second Stage shelters have a lasting impact?**

The latest Canadian research suggests that a longer stay in shelter works better for abused women and their children.

A study of 68 shelters in the CMHC Canadian Next Step Program concluded that Second Stage housing is a critical factor in women deciding not to return to abusive partners.

A YWCA study in Calgary determined that women had "more internal control and more social independence" at six-month follow-up than when they entered the shelter.



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**How many Second Stage shelters do we need in Alberta?**

In a recent AOWS survey, 20 Alberta shelters reported that more than half the women they serve need Second Stage shelters, but can't find them due to an acute shortage.

In Alberta, there are only 124 Second Stage apartments in 10 shelters. AOWS research suggests the actual need is somewhere between 496 and 730 Second Stage apartments.

Alberta does not have a funding program for Second Stage shelters. Only two of the 10 Second Stage shelters receive partial funding from the women's shelter program administered by Alberta Children's Services.



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**How can we open a Second Stage shelter in our community?**

Opening a Second Stage shelter will require our hard work, commitment, fundraising and team work

ACWS has prepared a step-by-step Practical Guide for Communities in Alberta to help us.

The Second Stage shelter guide offers concrete advice on planning, advocacy, fundraising, selecting a location, finding the right building, staffing and shelter programs.

To obtain a copy, contact ACWS at [www.acws.ca](http://www.acws.ca)



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**Albertans need to find better ways to end family violence**

We need to open more Stage shelters if we want enduring results

We can end family violence in Alberta if we find the will to work together



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## **Appendix Eight**

### **Sample Position Descriptions**



### Sample Position Description for an Executive Director of a Second Stage Shelter

#### **Executive Director**

[Name of shelter] is a non-profit organization whose mission is to provide comprehensive transitional programs and independent living in a safe, secure, supportive and healthy environment for women and children who have experienced family violence. Supportive services including planning and counseling are offered in a confidential context. The Executive Director will use the knowledge and skills acquired in the broad areas of family violence and crisis intervention in a non-judgmental and empathic manner.

The Executive Director's primary responsibility is to ensure the consistent delivery of quality client services and for effective operation of the Society. Within the policies and guidelines approved by the Board of Directors, the Executive Director plans, implements, and monitors all of the operating programs, procedures and policies including client and staff safety planning.

In all matters, the Executive Director is directly accountable to the Board of Directors.

#### **Responsibilities**

##### **Administration**

- Acts in the capacity of advisor and consultant to the Board of Directors by keeping them informed of agency operations and activities so that they have all the available information for carrying out their policy making responsibilities.
- To be involved with current contracts and be responsible for timely reporting and executing of contract details.
- Maintains complete and accurate statistical information regarding agency service provision.
- Develops, implements, and monitors all operating procedures and policies in a manner that ensures ethical, effective and safe delivery of service which is consistent with the philosophy, mandate and goals of the agency.
- Ensures adequate liability and facility insurance.
- Make decisions on all day-to-day operating matters.
- Acts on an on-call basis to respond to emergencies.

### **Facility Management**

- Develops in-house policies and procedures.
- Oversees the duties for rental collection, rental/lease agreements and for notice of eviction (if required).

### **Personnel**

- The Executive director is responsible for the staffing of the Agency. The Executive Director is responsible for the direct supervision of key positions: 1) Manager, Resources & Development, 2) Program Coordinator 3) Transition worker and 4) Accounting.
- Responsible for the development and review of all job descriptions, performance evaluations, interview formats, qualifications and ensures personnel policies are followed.
- Acts as a liaison between the staff and the Board of Directors.
- Assumes primary responsibility for team building and career development planning for staff members.
- Assists all staff in the development of appropriate, realistic goals and objectives in their work; monitors progress and provides feedback at least on a yearly basis.
- Schedules and chairs regular staff meetings.

### **Program Planning**

- The Executive Director is responsible for the identification, planning and delivery of service to meet the needs of the client.
- Researches and develops programs to meet client needs.
- Monitors program effectiveness.
- Solicits and incorporates evaluation from clients, staff, board members and the community into the program.
- Develops yearly agency goals and objectives.

### **Financial**

- The Executive Director is responsible for the overall financial responsibilities of the agency.
- Responsible for an annual budget for presentation to the Finance Committee and then for approval from the Board of Directors.

### **Community Liaison**

- The Executive Director is perceived to be the “head” of the agency.
- Required to be the agency representative for ACWS, the Alberta Council of Women’s Shelters.
- Promotes and maintains a professional relationship with individuals, groups, or agencies in the community.
- Advocates with community agencies regarding the development and provision of services to clients.

### **Client Services**

- The Executive Director has the primary responsibility for directing and supervising of all client plans and interventions.
- Ensures that client needs are met.
- Explains the staff/agency role when addressing conflict resolution. Discusses and obtains mutual agreement regarding expectations. Receives and responds to client feedback and concerns
- From time to time facilitates group processes.

### **Any other Duties as requested by the Board of Directors**

### **Qualifications and Experience**

Must possess a degree or diploma in the human services field as well as experience in program planning and management. Criminal record check, child Welfare check, and a valid driver’s license is required. Requires proven management skills and training and in the field of family violence.

### **Remuneration**

As per salary grid

### **Hours of Work**

As per the Personnel Policy Manual

## **DISCOVERY HOUSE FAMILY VIOLENCE PREVENTION SOCIETY**

### **POSITION DESCRIPTION**

**POSITION TITLE:** Facility Coordinator

**REPORTS TO:** Executive Director

**DATE:** February, 2005

#### **COMMON PURPOSE:**

All employees have a responsibility to carry out the Vision, Mission and Philosophical Statements of Discovery House while adhering to all Agency Policies and Procedures. Paramount to this responsibility is demonstrating a 'client-focused' approach to aspects of Discovery House operations. Inherent is a willingness to cooperate with all Discovery House staff and volunteers in translating these emphases into the planning and delivery of all programs and services.

#### **DESIRED JOB OUTCOMES:**

- Discovery House facility and apartments are clean, attractive and well maintained at all times
- Discovery House can rely on full rent revenues on a consistent basis
- Individual client goals are achieved as a result of Discovery House services
- The existence of quality, leading edge, programs in family violence prevention and Intervention that embody the mission/philosophy and policies of Discovery House
- The existence of a respectful, healthy and safe work environment for all staff
- Staff function optimally as a team.

#### **DUTIES AND RESPONSIBILITIES REQUIRED TO ACHIEVE THESE OUTCOMES:**

- Responsible to maintain confidentiality of all relevant Agency and personal information regarding Discovery House planning and operations
- Participate in annual performance reviews
- Participate in the development of a healthy and safe working environment
- Express precision and accuracy in all aspects of the job
- Be an effective team player
- Express motivation to take initiative
- Maintain a professional demeanor at all times

#### **Facility Coordination Responsibilities**

Act as Landlady/lord on behalf of Discovery House including:

- Collections and receipting rent and damage deposits,
- Signing rental agreements,

- Completing move-in/out 'walk throughs' with clients,
- Completing move-in/out inventories of each apartment
- Ensure apartments, linens and furnishings are clean and re-stocked for re-occupancy
- Purchase and/or order facility and apartment supplies, as required
- Perform Agency laundry duties, as required
- Address facility related concerns raised by clients and/or staff
- Coordinate and/or perform cleaning, maintenance and repair of facility and/or apartments and/or grounds, as required and in accordance to cleaning and maintenance schedules
- Other duties as required by the Executive Director

#### Administrative Responsibilities

- Maintain accurate and current rental records and apartment inventory lists
- Maintain accurate documentation of all required purchases, invoices, and quotes
- Maintain accurate files of all service agreements and related service calls from outside service providers
- Liaise and maintain effective working relations with representatives of relevant contracted services, suppliers and agencies

### **COMPETENCIES REQUIRED TO ACHIEVE THE OUTCOMES**

#### Knowledge

- Working knowledge of many aspects of building maintenance
- Knowledge of legislation and regulations relevant to facility maintenance, such as
- Social Care Facilities Licensing Act and Health and Safety Standards.
- Understanding of domestic violence as a personal and social issue

#### Skills

- Sound sensibility of home and health economy
- Demonstrated ability in 'economy of motion'
- Demonstrated ability to manage a budget
- Ability to remain calm and firm in stressful situations
- Good interpersonal skills with clients and contracted agencies
- Good organizational, time management and multi-tasking abilities
- Good written and oral communication skills
- Demonstrated ability to work independently and as part of a team

#### Educational Qualifications and Experience

- Must be Bondable
- High School Diploma required
- Experience in residential facility maintenance required
- Caretaking/ Housekeeping Certificate desirable
- Current CPR and First Aid certification desirable
- Valid driver's license and reliable vehicle desirable

## DISCOVERY HOUSE FAMILY VIOLENCE PREVENTION SOCIETY

### POSITION DESCRIPTION

**POSITION TITLE:** Child & Youth Outreach Counsellor

**REPORTS TO:** Manager of Client Services

**DATE:** May 2006

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#### **COMMON PURPOSE:**

All employees have a responsibility to carry out the Vision, Mission and Philosophical Statements of Discovery House while adhering to all Agency Policies and Procedures. Paramount to this responsibility is demonstrating a 'client-focused' approach to all aspects of Discovery House operations. Inherent is a willingness to cooperate with all Discovery House staff and volunteers in translating these emphases into the planning and delivery of all programs and services.

#### **DESIRED JOB OUTCOMES:**

- Children and adolescents feel reduced impact of family violence on their lives
- Age appropriate child client goals are achieved as a result of Discovery House services
- The existence of quality, leading edge, programs in family violence prevention and intervention that embody the mission/philosophy and policies of Discovery House
- The existence of a respectful, healthy and safe work environment for front line staff
- Staff function optimally as a team.
- All confidential information remains as such
- In the short term school-based violence prevention programs will developed and delivered to Calgary schools and adolescents impacted by family violence, peer and/or intimate partner violence will receive follow up counseling with the Children's Outreach Counsellor
- In the medium term the program will reduce the incidence of relationship violence in the lives of teens by helping them develop the skills and attitudes they need for healthy and respectful relationships.
- In the long term schools and communities will be created where teens and adults know how to build positive, satisfying relationships of equality, respect and mutual support with those closest to them, and treat those less close to them with tolerance and consideration

#### **DUTIES AND RESPONSIBILITIES REQUIRED TO ACHIEVE THESE OUTCOMES:**

##### Child & Youth Outreach Counsellor Duties:

- Develop and implement healthy relationship workshops for Junior and Senior High School students in designated schools using a community, student and school staff partnerships model
- Accept referrals resulting from the workshops for individual counseling of youth

- Accept assignment as primary caseworker to specified child and adolescent ex-residents
- Assist clients in obtaining basic needs (food, shelter, safety), as required.
- Conduct clinical assessment of client needs.
- Assist the client in the creation and follow through of a Service Plan within the first two counseling sessions modifying this plan as the counseling process develops.
- Use clinical skills including knowledge of community resources to assist the client in achieving the outcomes of their Service Plan
- Review and evaluate the personal goal plan with client on a regular basis, adjusting plan as appropriate
- Facilitate client skill development such as, safety planning, healthy relationships, enhanced self esteem, anger management, problem-solving, positive choices, connecting to community resources, etc.
- Provide information about and/or referrals to appropriate Discovery House and/or community agencies and resources.
- Collaborate with community agencies regarding the client needs
- Advocate on behalf of clients.
- Keep the Manager of Client Services apprised of the client's progress in achieving their personal goal plan.
- Initiate and participate in case conferences with necessary parties as required.
- When terminating with client ensure an exit plan has been established.

#### Administrative Duties

- Establish and maintain appropriate documentation, record keeping and statistics as required for clinical program standards.
- Keep accurate and up to date file notes on any phone call or in-person contact with clients.
- Maintain accurate record of time spent with each client.
- Complete and submit statistical records monthly.
- Submit expense records once a month, if appropriate.
- Submit time sheets on a monthly basis.

#### Other Duties

- Prepare and deliver family violence prevention public awareness presentations, as required.
- Maintain current knowledge of the issues surrounding family violence.
- Maintain current knowledge of resources in the community .
- Establish and maintain effective working relationship with the management, volunteers, staff and students of Discovery House.
- Assist with training, supervision and recognition of area volunteers and students, as required.
- Attend supervision, staff meetings, retreats, training and other meetings as required.
- Participate in a performance appraisals on a regular basis.
- Take a proactive role in one's own professional development and accountability for one's practice.
- Be proficient in the counselling process: engagement, assessment and planning, intervention and termination.
- Be aware of policies, procedures, mandates, mission and philosophy of Discovery House, and be cognizant of how these should be implemented or adhered to.

- Work under the Social Work Code of Ethics.
- Maintain confidentiality of client, program and agency information, as appropriate.
- Express motivation to take initiative.
- Be creative and innovative.
- Express an open and positive demeanor.
- Maintain a professional demeanor at all time.
- Maintain healthy community relations

### Community Relations

- Ensure a collaborative approach with agencies of similar purpose and/or clientele
- Participate in and generate meetings, task forces or pilot projects in the community, as required

## **COMPETENCIES REQUIRED TO ACHIEVE THE OUTCOMES**

### Knowledge

- Understanding of basic Social Work practice
- Understanding of domestic violence as a personal and social issue
- Understanding of a range of clinical approaches that meet the clients' needs
- Knowledge and understanding of Social Work Code of Ethics
- Knowledge of community resources
- Understanding of how children are affected by witnessing and/or experiencing domestic abuse
- Knowledge of legislation and regulations relevant to the operations of the shelter (eg: Family Enhancement, Social Care Facilities, Women's Shelter Program Standards)

### Skills

- Demonstrated strong Social Work practices
- Creative problem solving skills
- Strong written and oral communication skills
- Demonstrated ability to work independently and as part of a team
- Demonstrated facility with Microsoft Office, particularly Word and Excel

### Educational Qualifications and Experience

- B.S.W. or related degree, or the equivalent in education and experience, preferred.
- Diploma in Social Services required
- R.S.W. certification, or the equivalent in another human service profession, preferred
- Counselling experience required
- Current CPR and First Aid certification desirable
- Valid driver's license and reliable vehicle required

## **DISCOVERY HOUSE FAMILY VIOLENCE PREVENTION SOCIETY**

### **POSITION DESCRIPTION**

**POSITION TITLE:** Community Events Planner

**REPORTS TO:** Executive Director

#### **COMMON PURPOSE:**

All employees have a responsibility to carry out the Vision, Mission and Philosophical Statements of Discovery House while adhering to all Agency Policies and Procedures. Paramount to this responsibility is demonstrating a 'client-focused' approach to aspects of Discovery House operations. Inherent is a willingness to cooperate with all Discovery House staff and volunteers in translating these emphases into the planning and delivery of all programs and services.

#### **DESIRED JOB OUTCOMES:**

- Discovery House has a positive reputation in the community
- Discovery House is known as a community resource for public awareness of the social issue of family violence
- Effective donor relations exist which provide Discovery House with sufficient financial resources for effective programming
- The existence of quality, leading edge, programs in family violence prevention and intervention that embody the mission/philosophy and policies of Discovery House
- Individual client goals are achieved as a result of Discovery House services
- Community collaboration is strong. There is minimal duplication of service, maximal positive relations, and appropriate joint ventures.
- The existence of a respectful, healthy and safe work environment for all staff
- Staff function optimally as a team.
- All confidential information remains as such

#### **DUTIES AND RESPONSIBILITIES REQUIRED TO ACHIEVE THESE OUTCOMES:**

##### Program Development & Monitoring

- Responsible for the successful planning and execution of all fund raising, public awareness and other special events
- Supervises and oversees the coordination of all logistics related to events including but not limited to preparing budgets, guest lists, critical paths and timelines, food service arrangements, menu planning, decorative and table set-up.
- Build and maintain effective relationships with corporate and foundation donors and/or sponsors
- Develop and maintain levels of recognition of all donors and/or sponsors such as choosing type and form of gift recognition, organizing recognition events and activities if appropriate, determining form of public recognition if appropriate, etc.
- Responsible for Corporate, Foundation and individual donor/ sponsorship follow up
- Responsible for tracking and identifying trends in Corporate, Foundation and individual donations and/or sponsorships
- Responsible for the management of use of Discovery House name and logo on any materials related to fund raising, public awareness and other special events

- Responsible for the development, implementation and dissemination of communications to all stakeholders as it relates to fund raising, public awareness and other special events
- Ensure that all relevant legislation and regulations are adhered to, particularly with respect to Alberta Gaming Commission and charitable tax receipting under Revenue Canada Agency
- Ensure ongoing program development is current and ethical
- Use an 'outcomes measurement' approach to program management and development
- Oversee development and consistent update of related policy and procedure manuals
- Ensure program development and implementation falls with budget guidelines
- Stays current with trends in event strategy and donor recognition
- Other duties as identified by the Executive Director

#### Other Duties

- Maintain a flexible schedule to accommodate occasional nights and weekends
- Participate in Agency staff meetings
- Participate in annual performance reviews
- Participate in the development of a healthy and safe working environment

### **COMPETENCIES REQUIRED TO ACHIEVE THE OUTCOMES**

#### Knowledge

- Understanding of management theories and practices in the areas of special events and fund development
- Knowledge of legislation and regulations relevant to the operations of the shelter
- (eg: Society Status, Alberta Gaming Regulations)
- Be familiar with Charitable Status regulations
- Knowledge of community resources
- Understanding of domestic violence as a personal and social issue
- Understanding of needs of both resident and outreach clients

#### Skills

- Strong background in planning and implementing events
- Exceptional customer service skills
- Proven ability in strong organizational and multi-tasking abilities
- Strong but flexible written and oral communication skills
- High degree of comfort working at all levels of the organizations, including extensive experience working with executives, donors, sponsors and volunteer, as well as managing, supervising and orientating them for events
- Demonstrated ability to manage a budget
- Creative problem solving skills
- Demonstrated ability to work independently and as part of a team
- Demonstrated facility with computer programs such as Microsoft Office Word and Excel, and Raiser's Edge

#### Educational Qualifications and Experience

- Certification in area of fund development and/or public relations required
- Several years of experience in the area of event execution
- Valid driver's license and reliable vehicle required
- Current CPR and First Aid certification desirable

## **ACCESS**

The Events Planner will have in his/her possession and/or access to:

- Swipe card
- Key to personal office, admin storage room, storage cupboards in copy room
- Personnel files of direct reports

## DISCOVERY HOUSE FAMILY VIOLENCE PREVENTION SOCIETY

### POSITION DESCRIPTION

**POSITION TITLE:** Housing Advocate

**REPORTS TO:** Manager of Client Services

**DATE:** May 2006

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#### **COMMON PURPOSE:**

All employees have a responsibility to carry out the Vision, Mission and Philosophical Statements of Discovery House while adhering to all Agency Policies and Procedures. Paramount to this responsibility is demonstrating a 'client-focused' approach to all aspects of Discovery House operations. Inherent is a willingness to cooperate with all Discovery House staff and volunteers in translating these emphases into the planning and delivery of all programs and services.

#### **DESIRED JOB OUTCOMES:**

- Individual client goals are achieved as a result of Discovery House services
- The existence of quality, leading edge, programs in family violence prevention and intervention that embody the mission/philosophy and policies of Discovery House
- The existence of a respectful, healthy and safe work environment for front line staff
- Staff function optimally as a team.
- Outcome measures for our services are collected and reported annually.
- All confidential information remains as such
- In the short term clients accessing the assistance of the Housing Advocate will be able to either obtain new housing or maintain their existing housing
- In the medium term clients with the assistance of the Housing Advocate will establish relationships with key resources and services that will support their ability to sustain the housing and violence free lifestyle In the long term clients will face fewer barriers to their efforts to obtain, maintain, and sustain housing and a violence free life in the future

#### **DUTIES AND RESPONSIBILITIES REQUIRED TO ACHIEVE THESE OUTCOMES:**

##### Clinical Duties for Housing Advocate:

- Accept assignment as primary caseworker to specified ex-resident adult clients.
- Work directly with residents to facilitate the process of finding and maintaining safe, affordable housing including taking the resident to view accommodation, attend interviews with Calgary Housing Company workers, assist with completing lease agreements, pre and post tenancy walk throughs, payment arrangements, help client set up chequing account or otherwise secure safe and secure payment of rent, set up household budget, help resident connect with children's schools, neighborhood shopping, educational or employment training or retraining, financial aid, therapy for the resident and or her children, recreational activities, medical clinic and any other community resources that will support the resident

- Identify and work with residents and community to resolve housing barriers such as poor credit or unpaid bills
- Work with residents and landlords to establish a collaborative landlord/tenant relationship
- Increase resident awareness of human rights and tenant issues to protect them from being treated differently due to sources of income, gender, race or other grounds protected under the Human Rights Act
- Liaise with rental agents and cooperatives to secure housing opportunities
- Accept referral for service from community housing agencies
- Assist clients in obtaining basic needs (food, shelter, safety), as required
- Assist clients in developing a personal goal plans within first two counselling sessions.
- Provide support services to client in achieving their personal goal plans, on an on-going basis
- Review and evaluate the personal goal plan with client on a regular basis, adjusting plan as appropriate
- Facilitate client skill development such as, safety planning, parenting, connecting to community resources, financial management and any other skills that will facilitate
- Independent living
- Provide information about and/or referrals to appropriate Discovery House and/or community agencies and resources.
- Collaborate with community agencies regarding the client needs
- Advocate on behalf of clients.
- Keep the Manager of Client Services apprised of the client's progress in achieving their personal goal plan
- Initiate and participate in case conferences with necessary parties as required.
- When terminating with client ensure an exit plan has been established.

#### Administrative Duties

- Establish and maintain appropriate documentation, record keeping and statistics as required for clinical program standards.
- Keep accurate and up to date file notes on any phone call or in-person contact with clients.
- Maintain accurate record of time spent with each client.
- Complete and submit statistical records monthly.
- Submit expense records once a month, if appropriate
- Submit time sheets on a monthly basis

#### Other Duties

- Maintain current knowledge of the issues surrounding family violence
- Maintain current knowledge of resources in the community
- Establish and maintain effective working relationship with the management, volunteers, staff and students of Discovery House
- Attend supervision, staff meetings, retreats, training and other meetings as required
- Participate in a performance appraisals on a regular basis
- Take a proactive role in one's own professional development and accountability for one's practice

- Be proficient in the counselling process: engagement, assessment and planning, intervention and termination
- Be aware of policies, procedures, mandates, mission and philosophy of Discovery House, and be cognizant of how these should be implemented or adhered to.
- Work under the Social Work Code of Ethics.
- Maintain confidentiality of client, program and agency information, as appropriate
- Express motivation to take initiative
- Be creative and innovative
- Express an open and positive demeanor
- Maintain a professional demeanor at all time

### Community Relations

- Ensure a collaborative approach with agencies of similar purpose and/or clientele
- Participate in and generate meetings, task forces or pilot projects in the community, as required
- Maintain healthy community relations

## **COMPETENCIES REQUIRED TO ACHIEVE THE OUTCOMES**

### Knowledge

- Understanding of basic Social Work practice
- Understanding of domestic violence as a clinical and social issue
- Understanding of a range of clinical approaches that meet the clients' needs
- Knowledge and understanding of Social Work Code of Ethics
- Knowledge of community resources
- Knowledge of legislation and regulations relevant to the operations of the shelter (eg: Family Enhancement, Social Care Facilities, Women's Shelter Program Standards)

### Skills

- Demonstrated strong Social Work practices
- Creative problem solving skills
- Strong written and oral communication skills
- Demonstrated ability to work independently and as part of a team
- Demonstrated facility with Microsoft Office, particularly Word and Excel

### Educational Qualifications and Experience

- B.S.W. or related degree, or the equivalent in education and experience, preferred.
- Diploma in Social Services required
- R.S.W. certification, or the equivalent in another human service profession, required
- Counselling experience required
- Current CPR and First Aid certification desirable
- Valid driver's license and reliable vehicle required

## DISCOVERY HOUSE FAMILY VIOLENCE PREVENTION SOCIETY

### POSITION DESCRIPTION

**POSITION TITLE:** In Home Support Worker

**REPORTS TO:** Residential Coordinator

**DATE:** August 2007

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### COMMON PURPOSE:

All employees have a responsibility to carry out the Vision, Mission and Philosophical Statements of Discovery House while adhering to all Agency Policies and Procedures. Paramount to this responsibility is demonstrating a 'client-focused' approach to all aspects of Discovery House operations. Inherent is a willingness to cooperate with all Discovery House staff and volunteers in translating these emphases into the planning and delivery of all programs and services.

### DESIRED JOB OUTCOMES:

Residents are able to demonstrate the life skills to live independently and successfully in the community free of family violence.

Residents can demonstrate a proficiency in the following life skills:

- Financial management i.e. household budgeting, paying rent on time, budgeting for groceries, paying bills as they come due, accessing additional community financial resources in times of emergency such as the food bank
- Home management i.e. maintain a clean and safe and organized living environment for their family and community, keep up with laundry, remove garbage daily, proper storage of food for health and economic reasons
- Time management skills and the ability to organize daily activities and commitments regarding herself and her children i.e. getting children awake in the morning in time for breakfast, wash and dress for school, have lunches made for the children, homework done and returning to school with the child, keeping appointments and attending on time
- Familiarity with community resources and ability to appropriately access i.e. schools, transit routes, grocery stores, cultural and social supports, recreational activities for family, library, bank, parks as well as any agency that can provide information and/or financial support to facilitate access to these resources
- Provision of the necessities of life such as healthy meals, sanitary living conditions, proper clothing for the weather, adequate and safe housing, nurturing parenting
- Resident women and children feel reduced impact of family violence on their lives.
- Appropriate client goals are achieved as a result of Discovery House services.
- Client life skills needs and abilities are identified and addressed as a result of Discovery House services.

- Outcome measures for our services are collected and reported annually.
- All confidential information remains as such.
- The existence of quality, leading edge, programs in family violence prevention and intervention that embody the mission/philosophy and policies of Discovery House.
- The existence of a respectful, healthy and safe work environment for all staff.
- Staff function optimally as a team.

## **DUTIES AND RESPONSIBILITIES REQUIRED TO ACHIEVE THESE OUTCOMES:**

### In Home Support Worker Duties

- Assist in the implementation of individualized service plans by providing planned interventions aimed at building and strengthening client competencies.
- Identify and assess areas of need for skills training.
- Teach and demonstrate effective life management skills Develop a trusting relationship with families
- Maintain clear and consistent boundaries with clients.
- Work from a strength-based approach.
- Provide a safe and supportive environment for women and children to engage in activities which create and enhance a sense of security, and promote problem solving skills and positive conflict resolution.

### Administrative Duties

- Maintain accurate documentation as directed by the Residential Coordinator
- Submit expense records once a month, if appropriate.
- Submit time sheets on a monthly basis.

### Other Duties

- Maintain current knowledge of the issues surrounding family violence.
- Maintain current knowledge of resources in the community.
- Be knowledgeable about the counselling process: engagement, assessment and planning, intervention and termination.
- Establish and maintain effective working relationship with the management, volunteers, staff and students of Discovery House.
- Assist with training, supervision and recognition of area volunteers and students, as required.
- Attend supervision, staff meetings, retreats, training and other meetings as required.
- Participate in performance appraisals on a regular basis.
- Take a proactive role in one's own professional development and accountability for one's practice.
- Be aware of policies, procedures, mandates, mission and philosophy of Discovery House, and be cognizant of how these should be implemented or adhered to.
- Maintain confidentiality of client, program and agency information, as appropriate.
- Express motivation to take initiative.

- Express energy and enthusiasm to work with children.
- Maintain a professional demeanor at all times.
- Knowledge of legislation and regulations relevant to the operations of the shelter (eg: Family Enhancement, Social Care Facilities, Women's Shelter Program Standards).

### **COMPETENCIES REQUIRED TO ACHIEVE THE OUTCOMES:**

#### Knowledge

- Understanding of domestic violence as a personal and social issue.
- Understanding of how children are affected by family violence.
- Understanding of In Home Support practice.
- Knowledge of community resources.
- Understanding of professional ethics.
- Understanding of a range of clinical approaches that meet the clients' needs.

#### Skills

- Demonstrated strong In Home Support Worker practices.
- Organized and self-motivated.
- Creative problem solving skills.
- Strong written and oral communication skills.
- Demonstrated ability to work independently and as part of a team.
- Demonstrated facility with Microsoft Office, particularly Word and Excel.

#### Educational Qualifications and Experience

- Diploma or degree in a human services field, or a combination of appropriate education and experience will be considered.
- Certification in a related human service profession, preferred.
- Experience in working with families in area of life skills development required.
- Ability to work some evenings may be required.
- Current CPR and First Aid certification required.
- Valid Alberta Driver's License and reliable vehicle.

# DISCOVERY HOUSE FAMILY VIOLENCE PREVENTION SOCIETY

## POSITION DESCRIPTION

**POSITION TITLE:** Manager of Community Relations

**REPORTS TO:** Executive Director

### COMMON PURPOSE:

All employees have a responsibility to carry out the Vision, Mission and Philosophical Statements of Discovery House while adhering to all Agency Policies and Procedures. Paramount to this responsibility is demonstrating a 'client-focused' approach to aspects of Discovery House operations. Inherent is a willingness to cooperate with all Discovery House staff and volunteers in translating these emphases into the planning and delivery of all programs and services.

### DESIRED JOB OUTCOMES:

- Discovery House has a positive reputation in the community
- Discovery House is known as a community resource for public awareness of the social issue of family violence
- Effective donor relations exist which provide Discovery House with sufficient financial resources for effective programming
- The existence of quality, leading edge, programs in family violence prevention and intervention that embody the mission/philosophy and policies of Discovery House
- Individual client goals are achieved as a result of Discovery House services
- Community collaboration is strong. There is minimal duplication of service, maximal positive relations, and appropriate joint ventures.
- The existence of a respectful, healthy and safe work environment for all staff
- Staff function optimally as a team.
- All confidential information remains as such

### DUTIES AND RESPONSIBILITIES REQUIRED TO ACHIEVE THESE OUTCOMES:

#### Program Development & Monitoring

- Responsible for the planning and implementation of all aspect of community relations including fund development, special events, and public communications
- Build and maintain effective relationships with corporate and foundation donors
- Develop and maintain standards for recognition of all donors and volunteers
- Responsible for Corporate, Foundation and individual donor follow up
- Responsible for tracking and identifying trends in Corporate, Foundation and individual donations
- Oversee the coordination and organization of all fund raising, public awareness and other special events
- Responsible for the management of use of Discovery House name and logo on any external fund raising, public awareness and other special events
- Responsible for the development, implementation and dissemination of communications to both internal and external stakeholders, including newsletters, direct mail, and the website

- Ensure ongoing program development is current and ethical
- Use an 'outcomes measurement' approach to program management and development
- Oversee development and consistent update of manuals
- Ensure program development and implementation falls with budget and funder guidelines
- Ensure that all relevant legislation and regulations are adhered to
- Prepare reports for Executive Director as requested

#### Other Duties

- Participate in Agency Management meetings
- Participate in annual performance reviews
- As part of the management team, participates in overall planning and decision making for the Agency
- Participate in the development of a healthy and safe working environment

### **COMPETENCIES REQUIRED TO ACHIEVE THE OUTCOMES**

#### Knowledge

- Understanding of domestic violence as a personal and social issue
- Understanding of needs of both resident and outreach clients
- Understanding of management theories and practices in the areas of fund development, special events and public relations.
- Knowledge of community resources
- Knowledge of legislation and regulations relevant to the operations of the shelter (eg: Society Status, Alberta Gaming Regulations)
- Be familiar with Charitable Status regulations

#### Skills

- Proven ability in strong organizational and multi-tasking abilities
- Strong but flexible written and oral communication skills
- Demonstrated ability to manage a budget
- Creative problem solving skills
- Experience with group work
- Demonstrated ability to work independently and as part of a team
- Strong research and evaluation skills
- Demonstrated facility with computer programs such as Microsoft Office Word and Excel, Raiser's Edge and VolunteerWorks

#### Educational Qualifications and Experience

- Certification in area of fund development and/or public relations required
- Bachelor's degree in Public Relations, Communications, Human Services or Business preferred
- Five years of experience in the area of fund development and/or volunteer management and/or public relations required
- Proven effective leadership and management skills
- Valid driver's license and reliable vehicle required
- Current CPR and First Aid certification desirable

## **ACCESS**

The Manager of Community Relations will have in his/her possession and/or access to:

- Swipe card
- Key to personal office, admin storage room, storage cupboards in copy room
- Personnel files of direct reports

## DISCOVERY HOUSE FAMILY VIOLENCE PREVENTION SOCIETY

### POSITION DESCRIPTION

**POSITION TITLE:** Office Administrator  
**REPORTS TO:** Executive Director  
**SUPERVISES:** Receptionist  
**DATE:** June 2006

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#### COMMON PURPOSE:

All employees have a responsibility to carry out the Vision, Mission and Philosophical Statements of Discovery House while adhering to all Agency Policies and Procedures. Paramount to this responsibility is demonstrating a 'client-focused' approach to aspects of Discovery House operations. Inherent is a willingness to cooperate with all Discovery House staff and volunteers in translating these emphases into the planning and delivery of all programs and services.

#### DESIRED JOB OUTCOMES:

- The Executive of Discovery House, which consists of the Board of Directors, the Executive
- Director and the Management Team, has effective administrative supported at all times
- All aspects of Discovery House administration runs smoothly and efficiently
- All Executive and Agency confidential information remains as such
- Individual client goals are achieved as a result of Discovery House services
- The existence of quality, leading edge, programs in family violence prevention and intervention that embody the mission/philosophy and policies of Discovery House
- The existence of a respectful, healthy and safe work environment for all staff
- Staff function optimally as a team.

#### DUTIES AND RESPONSIBILITIES REQUIRED TO ACHIEVE THESE OUTCOMES:

- Responsible to maintain confidentiality of all relevant Agency and personal information regarding Discovery House planning and operations
- Participates in overall planning and decision making for the administrative aspects of the Agency
- Participate in Agency Management meetings
- Participate in annual performance reviews
- Participate in the development of a healthy and safe working environment

### Executive Management Responsibilities

- Prepare and distribute monthly Board meeting packages which include: agenda,
- Executive Director's Report, minutes from previous meetings, financial statements and other documents as required.
- Preparation for and completion of clear, concise and accurate minute taking of all Board meetings, Management Team meetings, Annual General Meetings, and other meetings as directed by the Executive Director
- Prepare, distribute and maintain files of all confidential and otherwise correspondence for the Board of Directors, the Executive Director and the Management Team
- Research, analyze and prepare reports for consideration by the Board of Directors, the Executive Director and the Management Team, as required
- Participate in meetings with or on behalf of the Executive Director, as directed by the Executive Director
- Maintain updated Board of Directors manuals
- Maintain updated copy of Agency By-laws, licenses and standards, policies and procedures, service contracts and agreements, etc.
- Assist in the preparation of annual reports as required by funders and Agency By-laws
- Organize the Annual General Meeting, ensuring all legal and logistical requirements are met
- Assist the Executive Director in Human Resource responsibilities such as recruitment, screening, interviewing prospective employees, as required
- Provide ongoing administrative support to Board of Directors, the Executive Director and the Management Team

### Administrative Responsibilities

- Coordinate the administrative and clerical requirements for all Agency staff
- Perform general administrative and clerical duties such as ordering supplies, processing incoming and outgoing mail, handle general information requests, photocopying, collating, filing, faxing, etc.
- Draft and finalize correspondence, reports, presentations and other documents, as directed by Executive Director
- Act as key contact for office equipment service providers, arranging for repairs and maintenance as required
- Develop and maintain Agency procedural manuals, as required
- Provide leadership in the technology information and advancements of the Agency
- Develop systems for recording and disseminating information, as required
- Manage and/or perform statistical information requirements of Agency and funders, including HOMES data entry, exit surveys and nominal rolls.
- Provide back up reception duties, as required

### Supervisory Responsibilities

- Participate in the recruitment of receptionist position, when necessary
- Responsible for the orientation and training of any incoming receptionist
- Responsible for the on-going day-to-day supervision of receptionists
- Develop staff competence through individual and/or group supervision
- Upon the appropriate anniversary date, conduct performance reviews of receptionists
- Support and promote staff professional development plans of receptionists

### Community Relations

- Liaise and maintain effective working relations with representatives of contracted services, suppliers and agencies such as: security company, insurance company,
- IT service providers, Fire Dept., etc.
- Maintain positive relations with funders and donors

## **COMPETENCIES REQUIRED TO ACHIEVE THE OUTCOMES**

### Knowledge

- Knowledgeable of relevant computer software programs, particularly Microsoft Office Suite
- Knowledgeable of web page maintenance
- Understanding of office administrative management theories and practices
- Knowledge of legislation and regulations relevant to the operations of the shelter such as
- Alberta Social Care Facilities Licensing Act, Alberta Family Enhancement Act, Alberta
- Gaming Guidelines, Alberta Societies Act, etc.
- Understanding of domestic violence as a personal and social issue

### Skills

- Demonstrated facility with computer programs, particularly Microsoft Office Suite
- Word processing skills of 60 wpm
- Ability to anticipate the administrative needs of others
- Proven ability in good organizational, time management and multi-tasking abilities
- Strong written and oral communication skills with an aptitude for dealing effectively with people at all organizational levels
- Demonstrated ability to manage a budget
- Demonstrated ability to work independently and as part of a team

### Educational Qualifications and Experience

- Graduate of a recognized Business School with a minimum of five years related administrative experience preferred
- Some post-secondary education and several years of related administrative experience required
- Current CPR and First Aid certification desirable
- Valid driver's license and reliable vehicle desirable

## DISCOVERY HOUSE FAMILY VIOLENCE PREVENTION SOCIETY

### POSITION DESCRIPTION

**POSITION TITLE:** Outreach Counsellor

**REPORTS TO:** Manager of Client Services

**DATE:** April, 2005

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#### COMMON PURPOSE:

All employees have a responsibility to carry out the Vision, Mission and Philosophical Statements of Discovery House while adhering to all Agency Policies and Procedures. Paramount to this responsibility is demonstrating a 'client-focused' approach to all aspects of Discovery House operations. Inherent is a willingness to cooperate with all Discovery House staff and volunteers in translating these emphases into the planning and delivery of all programs and services.

#### DESIRED JOB OUTCOMES:

- Individual client goals are achieved as a result of Discovery House services
- The existence of quality, leading edge, programs in family violence prevention and Intervention that embody the mission/philosophy and policies of Discovery House
- The existence of a respectful, healthy and safe work environment for front line staff
- Staff function optimally as a team.
- Outcome measures for our services are collected and reported annually.
- All confidential information remains as such

#### DUTIES AND RESPONSIBILITIES REQUIRED TO ACHIEVE THESE OUTCOMES:

##### Clinical Duties for Individual Counselling:

- Accept assignment as primary caseworker to specified ex-resident, child and/or adult clients.
- Assist clients in obtaining basic needs (food, shelter, safety), as required
- Assist clients in developing a personal goal plans within first two counselling sessions.
- Provide support services to client in achieving their personal goal plans, on an on-going basis
- Provide counseling to assigned client as deemed by counsellor assessment and goals of the client
- Review and evaluate the personal goal plan with client on a regular basis, adjusting plan as appropriate
- Facilitate client skill development such as, safety planning, parenting, connecting to community resources, etc.
- Provide information about and/or referrals to appropriate Discovery House and/or community agencies and resources.
- Collaborate with community agencies regarding the client needs
- Advocate on behalf of clients.

- Follow through on duties directed by the Shelter Supervisor fundamental to client service delivery
- Keep the Manager of Client Services apprised of the client's progress in achieving their personal goal plan
- Initiate and participate in case conferences with necessary parties as required.
- When terminating with client ensure an exit plan has been established.
- Follow through on duties directed by the Shelter Supervisor fundamental to client service Delivery.

#### Clinical Duties for Group Counselling:

- Plan, develop and facilitate psycho-educational support groups for agency ex-residents and/or members of the community who have experienced family violence
- Monitor, and respond to, the needs of groups members through the choice of discussion topics and guest speakers
- Maintain positive and supportive dynamics amongst all group members
- Provide or refer client for individual counselling, as require
- Oversee the cleanliness and order in the group rooms including set-up of and reinstatement of rooms to their original order

#### Administrative Duties

- Establish and maintain appropriate documentation, record keeping and statistics as required for clinical program standards.
- Keep accurate and up to date file notes on any phone call or in-person contact with clients.
- Maintain accurate record of time spent with each client.
- Complete and submit statistical records monthly.
- Submit expense records once a month, if appropriate
- Submit time sheets on a monthly basis

#### Other Duties

- Prepare and deliver family violence prevention public awareness presentations, as required
- Maintain current knowledge of the issues surrounding family violence
- Maintain current knowledge of resources in the community
- Establish and maintain effective working relationship with the management, volunteers, staff and students of Discovery House
- Assist with training, supervision and recognition of area volunteers and students, as required.
- Attend supervision, staff meetings, retreats, training and other meetings as required
- Participate in a performance appraisals on a regular basis
- Take a proactive role in one's own professional development and accountability for one's practice
- Be proficient in the counselling process: engagement, assessment and planning, intervention and termination
- Be aware of policies, procedures, mandates, mission and philosophy of Discovery House, and be cognizant of how these should be implemented or adhered to.
- Work under the Social Work Code of Ethics.

- Maintain confidentiality of client, program and agency information, as appropriate
- Express motivation to take initiative
- Be creative and innovative
- Express an open and positive demeanor

### Community Relations

- Ensure a collaborative approach with agencies of similar purpose and/or clientele
- Participate in and generate meetings, task forces or pilot projects in the community, as required
- Maintain healthy community relations

## **COMPETENCIES REQUIRED TO ACHIEVE THE OUTCOMES**

### Knowledge

- Understanding of basic Social Work practice
- Understanding of domestic violence as a personal and social issue
- Understanding of a range of clinical approaches that meet the clients' needs
- Knowledge and understanding of Social Work Code of Ethics
- Knowledge of community resources
- Understanding of how children are affected by witnessing and/or experiencing domestic abuse
- Knowledge of legislation and regulations relevant to the operations of the shelter (eg: Family Enhancement, Social Care Facilities, Women's Shelter Program Standards)

### Skills

- Demonstrated strong Social Work practices
- Creative problem solving skills
- Strong written and oral communication skills
- Demonstrated ability to work independently and as part of a team
- Demonstrated facility with Microsoft Office, particularly Word and Excel

### Educational Qualifications and Experience

- B.S.W. or related degree, or the equivalent in education and experience, preferred.
- Diploma in Social Services required
- R.S.W. certification, or the equivalent in another human service profession, required
- Counselling experience required
- Current CPR and First Aid certification desirable
- Valid driver's license and reliable vehicle desirable

## DISCOVERY HOUSE FAMILY VIOLENCE PREVENTION SOCIETY

### POSITION DESCRIPTION

**POSITION TITLE:** Receptionist  
**REPORTS TO:** Office Administrator  
**DATE:** April, 2006

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#### **COMMON PURPOSE:**

All employees have a responsibility to carry out the Vision, Mission and Philosophical Statements of Discovery House while adhering to all Agency Policies and Procedures. Paramount to this responsibility is demonstrating a 'client-focused' approach to aspects of Discovery House operations. Inherent is a willingness to cooperate with all Discovery House staff and volunteers in translating these emphases into the planning and delivery of all programs and services.

#### **DESIRED JOB OUTCOMES:**

- Discovery House is seen by others as a safe, secure and hospitable environment
- Individual client goals are achieved as a result of Discovery House services
- The existence of quality, leading edge, programs in family violence prevention and intervention that embody the mission/philosophy and policies of Discovery House
- The existence of a respectful, healthy and safe work environment for all staff
- Staff function optimally as a team.

#### **DUTIES AND RESPONSIBILITIES REQUIRED TO ACHIEVE THESE OUTCOMES:**

- Receive and direct phone calls, and take messages as required, in a professional, courteous and discreet manner
- Greet Agency guests into Discovery House, as appropriate, in a professional, courteous and discreet manner
- Respond appropriately to requests for day-to-day needs such as bus tickets, keys, overnight passes, etc.
- Keep the reception area clean, tidy and pleasant looking at all times.
- Perform light general administrative duties, such as entering statistical data, sorting mail, filing, etc., as directed by the Office Administrator
- Provide ongoing administrative support to the staff of Discovery House, as required
- Maintain confidentiality of all relevant client, agency and personal information

- Participate in annual performance reviews
- Participate in the development of a healthy and safe working environment
- Express precision and accuracy in all aspects of the job
- Be an effective team player
- Maintain a professional demeanor at all times

## **COMPETENCIES REQUIRED TO ACHIEVE THE OUTCOMES**

### Knowledge

- Knowledgeable of relevant computer software programs, particularly Microsoft Office Suite
- Understanding of administrative and clerical practices
- Understanding of domestic violence as a personal and social issue

### Skills

- Demonstrated facility with computer programs, particularly Microsoft Office Suite
- Word processing skills of 60 wpm
- Ability to make others comfortable; set them at ease
- Ability to anticipate the administrative needs of others
- Proven ability in good organizational, time management and multi-tasking abilities
- Strong written and oral communication skills
- Demonstrated ability to work independently and as part of a team
- Ability to work under pressure

### Educational Qualifications and Experience

- High School Diploma required
- Reception and/or administrative experience required
- Some post-secondary education preferred
- Current CPR and First Aid certification desirable
- Valid driver's license and reliable vehicle desirable

## DISCOVERY HOUSE FAMILY VIOLENCE PREVENTION SOCIETY

### POSITION DESCRIPTION

**POSITION TITLE:** Volunteer and Donation Liaison

**REPORTS TO:** Executive Director

**DATE:** April, 2006

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### COMMON PURPOSE:

All employees have a responsibility to carry out the Vision, Mission and Philosophical Statements of Discovery House while adhering to all Agency Policies and Procedures. Paramount to this responsibility is demonstrating a 'client-focused' approach to aspects of Discovery House operations. Inherent is a willingness to cooperate with all Discovery House staff and volunteers in translating these emphases into the planning and delivery of all programs and services.

### DESIRED JOB OUTCOMES:

- Clients of Discovery House receive the benefit of donor generosity
- Members of the community support Discovery House operations through donations of time, money and/or useful items
- Individual client goals are achieved as a result of Discovery House services
- The existence of quality, leading edge, programs in family violence prevention and intervention that embody the mission/philosophy and policies of Discovery House
- The existence of a respectful, healthy and safe work environment for all staff
- Staff function optimally as a team.

### DUTIES AND RESPONSIBILITIES REQUIRED TO ACHIEVE THESE OUTCOMES:

- Respond appropriately to offers of donations from the community
- Responsible for the intake and distribution of in-kind donations: organize incoming donated items and ensure proper handling, sorting, storage and shipping
- Ensure an appropriate level of appreciation is conveyed to all donors
- Maintain a current data base of donor and volunteer information
- Research alternative uses for unneeded donations and minimize waste. Refer to other agencies as appropriate
- Ensure that all donation areas are kept clear and organized and do not contravene any health or safety codes
- Ensure that client needs for donated materials are met in an efficient manner
- In conjunction with the Manager of Community Relations, respond to Agency need for volunteers by:
  - Recruit, screen, train, schedule, and supervise volunteers
  - Oversee volunteer recognition activities

Follow through on duties as directed by Supervisor, such as:

- Maintain and develop relationships with Volunteer agencies and organizations that are potential sources of volunteers
- Devise strategies to attract and keep high level volunteers
- Maintain comprehensive records of volunteer hours and other contributions
- Develop Volunteer job descriptions
- Maintain the Canadian Code for Volunteer standards
- Professionally represent Discovery House at public awareness events and activities, as required
- Coordinate donor initiated events such as: Adopt a Family program, on-site Christmas Parties, KidZ Inc, etc.
- Complete administrative duties as required
- Maintain confidentiality of all relevant client, agency and personal information
- Participate in annual performance reviews
- Participate in the development of a healthy and safe working environment
- Express precision and accuracy in all aspects of the job
- Be an effective team player
- Maintain a professional demeanor at all times

## **COMPETENCIES REQUIRED TO ACHIEVE THE OUTCOMES**

### **Knowledge**

- Knowledgeable of the theory and practice regarding volunteer management in the non-profit sector
- Knowledgeable of relevant computer software programs such as Raiser's Edge, Volunteer Works and particularly Microsoft Office Suite
- Understanding of administrative and clerical practices
- Understanding of domestic violence as a personal and social issue

### **Skills**

- Demonstrated facility with computer software programs such as Raiser's Edge, Volunteer Works and particularly Microsoft Office Suite
- Word processing skills of 60 wpm
- Ability to make others comfortable; set them at ease
- Ability to anticipate the administrative needs of others
- Proven ability in good organizational, time management and multi-tasking abilities
- Strong written and oral communication skills
- Demonstrated ability to work independently and as part of a team
- Ability to work under pressure

### **Educational Qualifications and Experience**

- Certificate in Volunteer Management preferred
- High School Diploma required
- Administrative and Coordination experience required
- Some post-secondary education preferred
- Current CPR and First Aid certification desirable
- Valid driver's license and reliable vehicle desirable

***Thank you to Discovery House for sharing these documents.***

## ***WINGS of PROVIDENCE***

### **MAINTENANCE/SECURITY JOB DESCRIPTION**

#### **GENERAL**

The Maintenance/Security Contractor (herein referred to as “the Contractor”) reports and is responsible to the Executive Director through the Office Manager. The Contractor meets regularly with the Office Manager regarding maintenance update or any other concerns.

The Contractor is responsible for the day to day maintenance needs of the apartment complex in order to ensure that a high standard of safety and security is met.

Any fraternizing with the tenants is strictly prohibited, either on or off the premises. Fraternizing with the tenants will be cause for immediate dismissal of the contractor.

#### **SECURITY**

The Contractor is responsible for having someone on the premises from 12 midnight until 8:00 a.m., Monday through Friday and from 12 midnight until 9:00 a.m. Saturday, Sunday and statutory holidays. The Contractor is responsible for the security of the building and the safety of the tenants and staff during these hours, in accordance with the rules and regulations presented to tenants. No one is allowed to enter the building during these hours specified above.

The contractor is responsible for making a nightly check of all hallways and door security at 12 midnight

#### **MAINTENANCE**

The Contractor is responsible for any minor repairs needed in the apartment complex as requested by the Office Manager. This includes minor apartment repairs immediately after a resident moves out to make ready for a new resident.

The Contractor is responsible for all outside yard upkeep, which includes:

- general clean up of garbage and other debris
- mowing and trimming lawns
- fertilizing and watering yard
- pruning trees and shrubs
- planting and maintaining flowers in the beds and pots
- clearance of snow from stairs and sidewalks

When the Contractor observes the need for any repairs to be done, the contractor shall notify the Office Manager of these repairs, or in the case of a major repair, The Office Manager will call in the appropriate contractors.

The contractor is subject to a criminal records and child welfare check as mandated in our personnel policies manual. Any sub-contractors are subject as well.

Salary as per contracted price.

## **WINGS of PROVIDENCE**

### **SUPPORT WORKER**

WINGS of Providence is a non-profit organization whose mission is to provide independent living in a safe, secure, supportive environment for women and children who have experienced family violence. Supportive services including planning and counseling are offered in a confidential context. The Support Worker will use knowledge and skills acquired in the broad areas of family violence and crisis intervention in a non-judgmental and empathetic manner.

The Support Worker reports to the Executive Director and Program Coordinator.

#### Responsibilities

##### Client Contact

- To develop supportive and purposeful relationships with women and their children and to apply
- helping skills in a flexible and appropriate manner to meet the needs of each family's situation.
- To develop a positive and productive relationship with the families.
- To identify needs, set up goals and objectives to address the presenting problem(s).
- To assist in evaluating goal accomplishments.
- To refer the family to outside agencies when required.
- To undertake an advocacy/mediator role in order to assist the family in obtaining services of other agencies.
- To facilitate positive relationships between the mother and her children.
- To effectively implement discharge planning.
- To discuss need for follow-up.
- To refer the family to the Follow-Up worker
- To assist the family with their integration into the community.

##### Group Facilitation

- To be responsible for the functioning of group sessions as delegated by the Executive Director or Program Coordinator.
- To facilitate the group processes.
- To prepare materials and plan lessons.
- To document daily observations.

##### Documentation

- To promptly and accurately document client information.

##### To be responsible for

- Commitment to WINGS contract.
- HOMES(program) intake forms
- Release of information

- client progress reports
- incident reports

#### On departure

- to prepare information for the Follow-Up Worker
- to prepare and record necessary statistics
- to ensure evaluation feedback is received from the client

To advise Counseling team of client's status.

#### Household Duties

To assume responsibility for the cleanliness and tidiness of the Support Worker's office and responsibility for shared spaces.

Any Other Duties As Assigned by the Executive Director/Program Coordinator.

#### Career Development

**To be a productive and consistent participant of the WINGS team**

- To participate in debriefings and/or any case conferences.
- To attend and participate in weekly staff meetings.
- To participate in any team building or in service programs.
- To be aware of personal educational needs and attend appropriate development programs or as requested by the Executive Director.
- To undertake an annual review of this position.
- To recommend changes in record keeping formats and/or initiate possible changes to the needs of the clients.

#### Qualifications and Experience

Must possess a diploma/degree in Human Services with appropriate experience and knowledge of family dynamics/dysfunctions. RSW status. Must demonstrate ability to work as a team member, communicate effectively, manage time appropriately and make the necessary client assessments. Must have experience in group facilitation. A valid driver's license is required and must be willing to transport clients as necessary. Suicide Prevention Training helpful. Criminal record check and Child Welfare (CWIS) check mandatory. First aid training necessary.

#### Remuneration

As per the salary grid.

#### Hours of Work

37.5 hours per week. Generally a 5 day week made of 4 days from 9AM -5 PM and one day mutually convenient will be 1 PM – 9 PM.

This position will be conditional on a 6 month probationary period.

## ***WINGS of PROVIDENCE***

### **CHILD SUPPORT SUPERVISOR**

WINGS of PROVIDENCE is a non-profit organization whose mission is to provide independent living in a safe, secure, supportive environment for women and children who have experienced family violence. Supportive services including childcare and counseling are offered in a confidential context. The Child Support Supervisor will be responsible for the development and implementation of programs for children residing in WINGS.

The Child Support Supervisor reports to the Program Coordinator.

#### **Responsibilities**

##### **Child Care**

- To respond to the needs of the children by providing support to children with compassion and understanding in a non-judgmental manner.
- To provide a learning experience for the children by planning and implementing education, recreational and social programs.
- To provide in house and community activities.
- To encourage and promote the healthy parent/child interaction by example and support.
- To identify 'special needs children' and making the appropriate referrals.
- To provide one-to-one assistance when deemed necessary.
- To supervise child support workers
- To provide support, encouragement and training to the volunteers
- To plan nutritional snacks
- To shop monthly for groceries and supplies

##### **Program Planning**

To be responsible for the overall programming of activities for childcare.

To prepare a schedule of childcare activities on a weekly basis.

To prepare and present future plans for programming:

- summer programming
- monthly outings
- family outings

To coordinate with the Program Coordinator in the the planning of a monthly “Family Day” activity.

Support

- To establish a working rapport with all clients.
- To intervene appropriately in crisis situations.

Documentation

- To write up incident reports
- To document daily activities
- To provide monthly statistics
- To ensure all child care staff have valid 1st aide, Criminal record checks and CWIS checks.

Work area maintenance

- To ensure the centre is clean and safe for child related activities.
- To ensure childcare supplies are in good working order.
- To ensure adequate supplies are available.
- To ensure that the children’s recreational and other equipment are maintained in good order.
- To ensure the indoor and outdoor recreation areas are maintained.

Any Other Duties As Assigned by The Program Coordinator.

**Career development:** To be a productive and consistent participant of the WINGS team

- To participate in any team building or in-service programs.
- To be aware of personal educational needs and attend appropriate development programs or as requested.
- To undertake an annual review of this position.

Qualifications and Experience: Post secondary education in Social Services, Diploma in Social work or Early Childhood Education and/or Education Degree. Experience and education equivalency will be considered. Must possess and demonstrate patience and maturity while working with children. Must be flexible and be capable of providing structure. A knowledge of family violence would be an asset. Conditions of employment: Criminal record check, valid first aide certificate, Child welfare check

Remuneration: As per the salary grid. Full time position: 37.5 hour week. Hours of work: Monday through Friday 830-430

## ***WINGS of PROVIDENCE***

### **CHILD SUPPORT WORKER**

WINGS of PROVIDENCE is a non-profit organization whose mission is to provide independent living in a safe, secure, supportive environment for women and children who have experienced family violence. Supportive services including child care and counseling are offered in a confidential context. The Part time Child Support Worker will be responsible for assisting in the development and implementation of programs for children residing in WINGS.

The part-time Child Support Worker reports to the Child Care Supervisor.

#### Responsibilities

##### Child Care

- To respond to the needs of the children by providing support to children with compassion and understanding in a non-judgmental manner.
- To provide a learning experience for the children by planning and implementing education, recreational and social programs.
- To provide in house and community activities.
- To encourage and promote the healthy parent/child interaction by example and support.
- To identify 'special needs children' and making the appropriate referrals.
- To provide one-to-one assistance when deemed necessary.
- To provide support, encouragement and training to the volunteer helper.

##### Program Planning

- To be responsible for the overall programming of activities for childcare.
- To assist in preparing a schedule of child care activities on a weekly basis.
- To assist in preparing programming.

##### Support

- To establish a working rapport with all clients.

- To intervene appropriately in crisis situations.

#### Housekeeping

- To assist in providing a clean and safe atmosphere at the child care centre.
- To ensure the centre is clean and safe for child related activities.
- To ensure child care supplies are in good working order.
- To ensure adequate supplies are available.
- To ensure that the children's recreational and other equipment are maintained in good order.
- To ensure the recreation areas are maintained.

Any other duties as assigned by the Senior Child Care Supervisor and/or the Program Coordinator.

#### Career development

- To be a productive and consistent participant of the WINGS team
- To participate in any team building or in service programs.
- To be aware of personal educational needs and attend appropriate development programs or as requested by the Child Care Supervisor and/or the Program Coordinator.
- To undertake an annual review of this position.
- To recommend changes in record keeping formats and/or initiate possible changes to the needs of the clients.

**Qualifications and Experience:** Post secondary education in Social Services, Diploma in Social work or Early Childhood Education and/or Education Degree. Experience and education equivalency will be considered. Must possess and demonstrate patience and maturity while working with children. Must be flexible and be capable of providing structure. A knowledge of family violence would be an asset.

**Remuneration:** As per the salary grid

**Hours of Work:** This position is ½ time child care, working mornings only.

## ***WINGS of PROVIDENCE***

### **Facility Coordinator**

The Wings of Providence Society is a non-profit organization whose mission is to provide independent living in a safe, secure, supportive environment for women and children who have experienced family violence.

The Facility Coordinator, in compliance with the mission statement, assumes responsibility for the day-to-day affairs of the security office and apartment complex under the direction of the Executive Director or designate.

#### Responsibilities

##### Office Duties

- Responsible for supervision of security/reception staff, security /maintenance staff and janitorial contract staff.
- Answers the telephone, handles inquiries and directs calls.
- Responsible for administrative duties as assigned, including @Ease Receipt writing, assisting with grant proposals, Word documents, letters, etc.
- Responsible for computer and equipment efficiency including Back Up and network.
- In consultation with the Executive Director or designate, maintains adequate supplies for the building; both for the office and apartments.
- Responsible for administrative and clerical duties such as compilation of the newsletter four times a year in consultation with Manager of Resources and Development.
- Responsible for organization and cleanliness of the equipment room(with photocopier, shredder, fax, and supplies), garage, storage room and security office.
- Maintains contracts of office equipment.
- Other related duties as assigned.

##### Apartment Duties

- Maintain adequate supplies and furniture.
- Do lease agreement with tenants.
- Collect rents, damage deposits and laundry money.
- Reconcile rents and make Bank Deposit.
- Keeps inventory of apartment furniture and household items.
- Performs move out inspections. Compiles damage deposit refund reports.
- Performs monthly apartment inspections.
- Maintains contracts of equipment and machinery
- Responsible for apartments being maintained; both clean and in good repair.
- First person on shift; unlock doors, turn on lights, deal with clients.
- Other related duties as assigned.

#### Personnel

- Responsible for training of security reception personnel.
- Responsible for scheduling security reception shifts
- Responsible for annual performance reviews for security reception staff in conjunction
- with Executive Director or designate.

#### Career Development

- To attend and participate in staff meetings.
- To recommend professional staff development.
- Complete employee portion and participate in annual performance review.

#### Qualifications and Experience: Minimum Grade 12.

Post secondary education preferred. Valid driver's license. Child Welfare CWIS check. Criminal Record Check. First Aid. Suicide Prevention. Property management experience an asset. Must possess computer skills, communication skills, organizational skills and basic bookkeeping skills. Experience working in nonprofit sector. Understanding the dynamics of family violence is preferred. Needs willingness and flexibility to be a team player.

Remuneration: As per salary grid.

#### Hours of Work

8:00am – 4:30pm (1/2 hour lunch) Monday to Friday.

## ***WINGS of PROVIDENCE***

### **Youth Worker**

WINGS of Providence is a non-profit organization whose mission is to provide comprehensive transitional programs and independent living in a safe, secure, supportive and healthy environment for women and children who have experienced family violence. The Youth Support Worker, in compliance with the mission statement, will be responsible for the development and implementation of programs for the youth residing in WINGS and will offer programming as required.

The Youth Worker reports to the Program Coordinator.

Youth is defined for this job description as children 06 to 17 years of age.

### **Responsibilities**

#### **Youth Care and Support**

- To respond to the needs of the youth by providing support with compassion and understanding in a non-judgmental manner.
- To provide a learning experience for the youth at Wings by planning and implementing educational, recreational and social programs. Youth must be safe at all times.
- To provide in house and community activities.
- To encourage and promote the healthy parent/child interaction by example and support.
- To identify 'special need children' and report to the Program Coordinator for appropriate referrals.
- To provide one-to-one assistance when deemed necessary.
- To co-facilitate Children's group as needed.
- To provide support, encouragement and training to any volunteer helpers.

#### **Program Planning**

- To be responsible for the over all programming of activities for youth.
- To prepare a schedule of youth activities on a weekly basis.
- To prepare future plans for programming
  - summer programming
  - monthly outings

To organize special activities and field trips outside of Wings.

#### **Support**

- To establish a working rapport with all clients.
- To introduce self to all new youth and their mothers, with a brief overview of Youth program.

- To assist youth establishing activities. More activities will be needed in the summer.
- To make referrals to the appropriate agencies.
- To intervene appropriately in crisis situations.
- To meet weekly with Program Coordinator.
- To take on an advocacy role as required with the community agencies on behalf of the family.

#### Documentation

- To maintain accurate reports and records.
- To generate a list of children in Kids group and Teen Group.
- To provide a monthly report to the Program Coordinator.

#### Housekeeping

- To provide a clean and safe atmosphere.
- To ensure the area is clean and safe for youth related activities.
- To ensure supplies are in good working order; to ensure that the recreational and other equipment is maintained.
- To ensure adequate supplies are available.
- To ensure the recreation areas are cleaned and maintained.
- To be available for front desk security/reception duty daily for 1 hour relief of staff. Must have security/reception training.
- To prepare Teen bulletin Board
- To keep informed of community events.
- To purchase approved supplies as needed for program

#### Any Other Duties As Assigned by the Executive Director

#### Career Development

- To be a productive and consistent participant of the WINGS team.
- To continue ongoing training in the field of: Family violence prevention, Child development, Adolescent development, Children at risk.
- To attend and participate in monthly in-service meetings.
- To be aware of personal educational needs and attend appropriate development programs or as requested by the Program Coordinator.
- To undertake an annual review of this position.
- To recommend changes in record keeping, formats and/or initiate possible changes to meet the needs of the youths.

#### Qualifications and Experience

Post Secondary education in Human Services or Education Degree or Diploma in Youth Work, Social work or Recreation. Clear CWIS(Child Welfare Investigation) check, clear criminal record check, First Aide, Suicide Prevention necessary. Must possess and demonstrate patience and maturity while working with Youths. Must be flexible and be capable of providing structure. A knowledge of family violence would be an asset.

#### Remuneration

As per the salary grid

#### Hours of Work

Full time 37.5 hrs per week Monday – Friday 100- 900 PM  
July and August may be 830-430 PM

***Thank you Wings of Providence for sharing these documents.***





## **Appendix Nine**

### **Sample Second Stage**

### **Documents**



### **SAMPLE ADMISSION CRITERIA FOR WOMEN RESIDENTS**

(Provided by one of our member agencies)

- The applicant is not in immediate crisis and has no immediate threat to her safety or the safety of her children. Any legal steps to help ensure protection have been taken. The applicant will be a resident of \_\_\_\_\_.
- The applicant will have demonstrated willingness to accept community resources and support.
- The applicant will have an understanding that \_\_\_\_\_ is a facility to enhance personal growth while building a strong community support system. This facility will be utilized temporarily while the client works towards these goals.
- The applicant will have a demonstrated willingness to regularly attend the programs offered through this facility.
- The applicant will have a formal assessment with a qualified therapist and will be committed to the therapist's recommendations.
- The applicant will live drug and alcohol free during her stay at \_\_\_\_\_.
- The applicant will have a clear understanding that \_\_\_\_\_ is only for her and her dependent children under the age of 18.
- The applicant will agree to keep her partner away from \_\_\_\_\_.
- The applicant agrees to accept all conditions and rules of occupancy as required.

TENANCY AGREEMENT

DISCOVERY HOUSE FAMILY VIOLENCE PREVENTION SOCIETY
RENTAL AGREEMENT



(Thank you to Discovery House for sharing this document)

This Rental Agreement made this \_\_\_\_ day of \_\_\_\_\_, \_\_\_\_ between Discovery House Family Violence Prevention Society (the Landlord) and \_\_\_\_\_ (the Tenant).

- 1. The Landlord shall lease to the Tenant, apartment # \_\_\_\_\_ ("the Tenant's apartment"), in the apartment building located at 1714 - 41 Street S.E., Calgary, Alberta ("the apartment building"), on a month to month Tenancy which shall begin on \_\_\_\_\_ (the Tenancy).
2. The Tenant shall pay rent in the amount of \$\_\_\_\_\_ per month on the 1st day of each month for the duration of the Tenancy. The landlord shall pay for the electricity, gas, water and garbage removal costs. The landlord shall also supply and maintain a refrigerator and stove in the Tenant's apartment, and make laundry facilities available to the Tenant within the apartment building.
3. The Tenant acknowledges receipt of a copy of the Landlord's Rental Policy, a copy of which is attached to this agreement as Schedule A.
4. The persons listed below shall occupy the Tenant's apartment, and no other person shall occupy the apartment without the written consent of the Landlord.
a. \_\_\_\_\_
b. \_\_\_\_\_
c. \_\_\_\_\_
d. \_\_\_\_\_
e. \_\_\_\_\_
f. \_\_\_\_\_
5. The Tenant acknowledges that she has received a copy of the policies and procedures of the day to day living at the apartment building, and she agrees to abide by those policies and procedures, ensuring she takes all necessary steps to ensure her children abide by these policies.
6. The Landlord reserves the right to enter the Tenant's apartment, in the Tenant's absence, to address emergency issues.
7. The Landlord will conduct monthly apartment inspections on twenty-four (24) hours notice to the Tenant.

9. The Landlord may terminate this lease on 48 hours notice when the Tenant has breached the Discovery House Agreement for Services or any Discovery House policy.
10. In the absence of any of the circumstances listed in paragraph 8 above, and/or the conditions outlined in the Schedule "A" the tenancy shall continue month to month unless:
  - a. The Tenant chooses to terminate the Tenancy before the date; or
  - b. The Tenant no longer has her children living with her at Discovery House; or
  - c. The Landlord has determined that the Tenant's needs would be better served by another social agency; or
  - d. The Tenant has committed breaches of the Landlord's house policies on one or more occasions.
11. If the Tenant wishes to end the tenancy, she will give the Landlord written notice of her intention to terminate the vacancy at least two weeks prior to the date on which the tenancy will be terminated. Vacating the apartment requires the keys to be returned, the Tenant's belongings to be removed and the apartment left in a clean and orderly state.
12. Any belongings of the Tenant left in the apartment at the termination of the Tenancy or if the Tenant has given up possession of the Tenant's apartment, will be removed and deposited of by the Landlord. "Giving up possession" is defined as follows:
  - a. A Tenant has not resided in the apartment for at least seven consecutive days or
  - b. A Tenant has not notified the Landlord of her whereabouts and/or intentions for forty-eight (48) hours.
13. The Landlord acknowledges receipt from the Tenant equivalent in monthly rental amount a security deposit ("the security deposit"), and the Landlord shall deal with the security deposit as follows:
  - a. The Landlord shall hold the funds in a Discovery House bank account;
  - b. The Landlord may apply such portion of the security deposit as is necessary to arrears of the rent on the tenant's apartment;
  - c. The Landlord may apply such portion of the security deposit as is necessary to repair damage to the Tenant's apartment or the apartment building caused by the Tenant, with the exception of deterioration caused by normal wear and tear;
  - d. The Landlord may apply such portion of the security deposit as is necessary to have the apartment professionally cleaned should it not be done to specified standards by the tenant.
  - e. The Landlord shall, within ten (10) days, of the Tenant vacating the Tenant's apartment, deliver to the Tenant the amount of her security deposit or if the Landlord has applied any portion of the security deposit to arrears of rent, or to repair damage, or to pay for cleaning, the Landlord shall provide the Tenant the balance of the security deposit, if any and a statement of account showing the amount of deposit used, subject to the availability of cleaning, repair or arrears information within ten (10) days in accordance with the Residential Tenancies Act.

14. Notice to be given by the Landlord to the Tenant under this agreement shall be sufficiently given if handed to the Tenant, left in the Tenant's apartment or left in the Tenant's internal mailbox.

This document contains the entire agreement between the Landlord and Tenant. Any changes to this agreement must be in writing and signed by the Landlord and Tenant or it shall have no effect.

Signed by the parties in the City of Calgary, in the province of Alberta this \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_.

\_\_\_\_\_  
Land Lord/Discovery House

\_\_\_\_\_  
Tenant

(Thank you to Discovery House for sharing this document)

## DISCOVERY HOUSE RENTAL POLICY

**PURPOSE:** Discovery House provides secure, self-contained apartments to abused women and their children. This accommodation is provided through a rental agreement with each Tenant. Not only is the collection of rent a means for Discovery House to recover some of the costs incurred in operating the facility, it also provides opportunity for the residents to assume financial responsibility in preparation for independent living in the community.

**POLICY:**

1. Rental rates are as follows:

Number of Occupants	Description	Rent Rate
2	Mother & 1 child	\$465.00
3	Mother & 2 children	\$540.00
4	Mother & 3 children	\$560.00
5	Mother & 4 children	\$585.00
6	Mother & 5 children	\$605.00
7	Mother & 6 children	\$625.00
8	Mother & 7 children	\$645.00

2. A security deposit, equivalent to one month's rent, is required. This deposit will be held in trust and applied to the cost of repairing any damages to the apartment, other than normal wear and tear, and, if necessary, to any outstanding rental debt. A portion of the security deposit may also be used to pay for having the apartment professionally cleaned, if the tenant has not cleaned it by specified standards.
3. The security deposit or any portion thereof which is not applied to repairs, cleaning and/or overdue rent will be returned, with interest equivalent to the bank rate, to the Tenant when any costs for cleaning, overdue rent and repairs have been determined.
4. The first month's rent, plus the security deposit, is payable on the day the Tenant takes possession of the apartment. **Rent for each subsequent month is due on the first day of the month.** Rents will be paid to the Landlord.
5. Failure to pay rent on the first of the month will result in a 14 day eviction notice. Failure to pay arrears following a fourteen (14) day eviction notice will result in a forty-eight (48) hour eviction notice.

6. The third fourteen (14) day eviction notice in the resident's tenancy will result in a forty-eight (48) hour eviction notice.
7. The rental rate will be established between the Facility Manager and the resident at the time of intake. Once this rate has been established the Tenant will deal directly with Facility Manager regarding payment.

---

Rental Policy  
November 2007

(Thank you to Discovery House for sharing this document)

# CHECKLIST

## Apartment Checklist

Name:		Date:
<b>Entrance/Hall Walls</b>		<b>Condition</b>
<input type="checkbox"/> Clean/Damaged		
<input type="checkbox"/> Smoke Detectors Work		
<input type="checkbox"/> Fire Extinguishers Work		
<input type="checkbox"/>		
<b>Living Room</b>		
<input type="checkbox"/> Drapes		
<input type="checkbox"/> Walls		
<input type="checkbox"/> Floors		
<input type="checkbox"/> Walk around the living room to check general condition		
<input type="checkbox"/>		
<input type="checkbox"/>		
<b>Kitchen</b>		
<input type="checkbox"/> Appliances-Working		
<input type="checkbox"/> Counters		
<input type="checkbox"/> Sinks		
<input type="checkbox"/> Cupboard Doors		
<input type="checkbox"/> Walls		
<input type="checkbox"/> Floor		
<input type="checkbox"/> Electrical Fixtures		
<input type="checkbox"/> Windows		
<input type="checkbox"/> Screens		
<input type="checkbox"/> Garbage-Being taken out regularly		
<input type="checkbox"/> General Condition		
<input type="checkbox"/>		
<input type="checkbox"/>		
<b>Bathroom</b>		
<input type="checkbox"/> Walls		
<input type="checkbox"/> Floors		
<input type="checkbox"/> Toilets		
<input type="checkbox"/> Sink		
<input type="checkbox"/> Tub		
<input type="checkbox"/> Electrical		
<input type="checkbox"/> General Condition		
<input type="checkbox"/>		
<input type="checkbox"/>		

<b>Main Bedroom</b>	
<input type="checkbox"/> Walls	
<input type="checkbox"/> Doors	
<input type="checkbox"/> Floor	
<input type="checkbox"/> Electrical	
<input type="checkbox"/> Windows	
<input type="checkbox"/> Mattress Covers-Being Used	
<input type="checkbox"/> General Condition	
<input type="checkbox"/>	
<input type="checkbox"/>	
<b>Bedroom Two</b>	
<input type="checkbox"/> Walls	
<input type="checkbox"/> Doors	
<input type="checkbox"/> Floor	
<input type="checkbox"/> Electrical	
<input type="checkbox"/> Windows	
<input type="checkbox"/> Mattress Covers-Being Used	
<input type="checkbox"/> General Condition	
<input type="checkbox"/>	
<input type="checkbox"/>	



## **Appendix Ten**

### **Research Papers**





**Study Report  
Women Shelters in Southern Alberta: The Community Speaks\*  
School of Health Sciences, University of Lethbridge**

**May 15, 2007**

**Steve Thibodeau, PhD  
Assistant Professor, School of Health Sciences  
Addiction Counselling Program**

**Kate Woodman, PhD  
Researcher, Alberta Council of Women's Shelters**

**Jason Solowoniuk, MEd  
University of Lethbridge Research Assistant**

**Dana Brokofsky, BA  
Research Assistant**

\*This report was made possible by a generous donation from the Muttart Foundation

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## INTRODUCTION

Despite the violence women historically have suffered around the globe, it wasn't until 1972 that the first Shelter, Chiswick Women's Aid Shelter, opened in Britain (Pence & Paymar, 1993). Since then, shelters have tried to restore to women and their dependent children the human right to "a safe place to call home and freedom from violence" (Sev'er, 2002, p. 308). While such an endeavor continues to this day, shelters have expanded their service provision to include programming that encourages personal growth, nurturance of self and family, and the physical/ psychological space for the women and children resident. Additionally, social action activities, with the aim of bringing greater public awareness to issues such as physical/ psychological violence perpetrated against women and children and the rise in homelessness in general have been an intentional focus of shelter work (Sev'er, 2002).

### *Shelter Movement in Canada*

In Canada, the first Shelter was opened in 1973, ushering in a new era of awareness about violence against women and children; this led to the creation of shelters across Canada (Sev'er, 2002). Since then, the numbers have increased significantly; by 2004 there were 543 shelters in Canada (e.g., *Measuring Violence against Women: Statistical Trends 2006*). Today in Canada, provincial sheltering organizations have been established by the individual shelter members, to assist with data gathering, policy analysis, advocacy, training, public awareness and other needs. Together, shelters and their umbrella organizations are doing much to foreground the protection and prevention needs of women and children fleeing family violence. Yet, despite these efforts to engage women and their families who seek refuge and safety from physical and psychological abuse, second party obstacles (e.g., funding, political agendas/ideologies) have deterred shelters from optimizing their role (DeKeseredy & MacLeod, 1997; Kenny & Magnusson, 1993). While these issues continue to pose a threat to helping those in need, research has revealed that the services rendered by shelters not only save lives, but the "support from staff and residents provide a rare opportunity for the women to make the transition to a violence free life" (Tutty, Weaver, & Rothery, 1999, p. 923). Although the positive move toward preventing violence and treating victims of psychological and physical abuse not to mention tackling the political and funding woes, there is another obstacle threatening the future of shelters. This concern arises a portion of society that is apprehensive about shelters being located in their backyards for fear of increased levels of violence in their community (Dear, 1992; Takahashi, 1998). This phenomena, termed

NIMBY, for 'Not in my back yard,' refers to the trend in which residents oppose the development of jails, drug treatment centers, boarder halfway houses, highways, incinerators, and homeless shelters in their communities, but do not contest their existence or the location of these facilities in other locales (Dear, 1992; Lyon-Callo, 2001). NIMBY was a direct factor recently when a women's emergency shelter in southern Alberta attempted to relocate to a new neighbourhood in the same town. Although residents from the original location reported that the shelter had not posed a risk to their personal safety, their statements did not assuage the fears and concerns for residents in the new area.

## THE STUDY REPORT

What happened in southern Alberta is not new; NIMBY presents a significant threat to existing and future women's emergency shelters that seek locations in residential areas. The events in southern Alberta gave rise to this current study and its focus on gaining better understanding of the opinions, beliefs, and impact that shelters have had on community members. Additionally, this research explores whether having a shelter in one's community poses an increased threat of violence to that community.

### *Method*

The current study employed a mixed method, collecting data from completed questionnaires (n = 154) and interviews (n = 9) for total sample size of (N=154). The questionnaire employed a Likert type scale, which consisted of 26 questions assessing shelter safety, strength, and perceptions of the Shelter on property values. Additionally, ten individuals were randomly selected for a detailed phone interview to discuss their opinions, beliefs, and safety of having a Shelter in their community, of the ten, nine volunteered to do so. Interviews were semi-structured lasting 30 to 45 minutes in length with some guidelines. The participants met the following criteria: (1) they lived within a few blocks of a women's emergency shelter, or (2) were professionals who were actively involved with a shelter in their work area; such as police officers or shelter workers. This structure allowed participants to express their beliefs and opinions regarding the topic under study, while equally allowing for a degree of consistent information to be collected. SPSS (statistical package for social sciences) was employed to tabulate and analyze the statistical data, while NVIVO (qualitative research software package) was used to analyze and categorize the key themes and patterns derived from the interview data.

Further, a document search on existing research was undertaken in the framework of this current study.

### *Participants*

Eight communities participated in the study generating a sample size of 154. Included in this sampling, were 57 community members, 52 community workers, and 45 Shelter staff. The participants for both the survey questionnaires and the interviews met the following criteria: (1) they lived within a few blocks of a women's emergency shelter, or (2) were professionals who were actively involved with a shelter in their work area; such as police officers or shelter workers.

Table 1: Participant Demographics and Community Location

Variable		<u>n</u>	<u>%</u>
Community	Black Diamond	17	11.03
	Brooks	26	16.88
	Calgary	4	2.50
	Lethbridge	25	16.23
	Medicine Hat	22	14.28
	Pincher Creek	23	14.93
	Strathmore	17	11.03
	Taber	20	12.98
Age	18-34	44	28.58
	35-54	90	58.44
	55-65	20	12.98
Gender	Females:	118	76.62
	Males:	36	23.38

## RESULTS

For reasons of economy, only core aspects of the quantitative findings will be presented. They reflect the majority of the participant's opinions and beliefs with respect to the research question and purpose. Henceforth, the following tables present participant data that have been stratified by one's role in the community (i.e., Shelter worker, community member, police officer/community service worker).

### Quantitative Findings

In table 2, data indicates that many respondents held the view that Shelters increased the sense of community.

Table 2: Increasing Sense of Community

Having a Shelter in the area increases a sense of community.	Strongly agree	Agree	Undecided	Disagree	Strongly Disagree
Shelter Worker (n = 45)	12.20%	46.34% (58.54)	34.15%	7.32% (7.32)	0.0%
Community Member (n = 57)	10.17%	37.29% (47.46)	28.81%	22.03% (23.72)	1.69%
Police Officer / Community Service Provider (n = 52)	4.17%	33.33% (37.5)	43.75%	16.67% (18.75)	2.08%

Table 3 presents findings where all three participant groups agreed or strongly agreed that Shelters provided a worthwhile and needed service in response to family violence.

**Table 3: Shelters Offer Important Services**

Shelters are a needed service in responding to family violence.	Strongly agree	Agree	Undecided	Disagree	Strongly Disagree
Shelter Worker (n = 45)	95.0%	5.0% (100)	0.0%	0.0% (0.00)	0.0%
Community Member (n = 57)	81.67%	16.67% (93.37)	1.66%	0.0% (0.00)	0.0%
Police Officer / Community Service Provider (n = 52)	79.17%	18.75% (97.92)	0.0%	2.08% (2.08)	0.0%

Similarly, in table 4 the three participant groups overwhelming reported that having a Shelter in one's community outweighed any potential risks to that community.

**Table 4: Weighing the Benefits and Risks**

The benefits of having a shelter in your area outweigh any risks to safety that it may pose.	Strongly agree	Agree	Undecided	Disagree	Strongly Disagree
Shelter Worker (n = 45)	46.34%	46.34% (92.68)	7.32%	0.0% (0.0)	0.0%
Community Member (n = 57)	33.90	40.68% (74.58)	15.25%	0.0% (0.0)	0.0%
Police Officer / Community Service Provider (n = 52)	37.50	45.83% (83.33)	8.33%	8.33% (8.33)	0.0%

In table 5, participants reported on the importance of having Shelters in residential communities. The data indicates a large majority of participants support having Shelters in residential communities.

**Table 5: Shelter Location**

It is important that Shelters be located in residential communities.	Strongly agree	Agree	Undecided	Disagree	Strongly Disagree
Shelter Worker (n = 45)	60.0%	15.0% (75)	12.5%	12.5% (12.5)	0.0
Community Member (n = 57)	41.75%	30.0% (71.75)	20.0%	8.33% (8.33)	0.0
Police Officer / Community Service Provider (n = 52)	31.25%	56.25% (87.5)	8.33%	2.08% (4.16)	2.08%

The next table highlights participant opinions regarding relative property value. Table 6 displays results indicating widely varied opinions on the position that Shelters negatively affect property values.

**Table 6: Home Value Decline**

The values of homes in the neighborhood have decreased because of the Shelter.	Strongly agree	Agree	Undecided	Disagree	Strongly Disagree
Shelter Worker (n = 45)	2.63%	26.32% (28.29)	36.84%	34.21% (36.84)	2.63%
Community Member (n = 57)	5.17%	18.97% (24.14)	36.21%	36.21% (39.66)	3.45%
Police Officer / Community Service Provider (n = 52)	0.0%	6.25% (6.25)	47.92%	43.75% (45.83)	2.08%

Meanwhile, table 7 reveals that despite the NIMBY phenomena, some individuals hold the opinion that having a shelter in one's neighbourhood created a more secure community.

**Table 7: Improving Neighborhood Safety**

The shelter improves the overall safety of the neighborhood.	Strongly agree	Agree	Undecided	Disagree	Strongly Disagree
Shelter Worker (n = 45)	5.0%	47.50% (52.5)	37.50%	7.50% (10)	2.50%
Community Member (n = 57)	6.67%	33.33% (40)	30.0%	28.33% (30)	1.67%
Police Officer / Community Service Provider (n = 52)	2.08%	27.08 (29.16)	41.67%	27.17% (29.25)	2.08%

In Table 8, participants were asked if Shelter workers could adequately resolve Shelter related conflicts. Interestingly, despite the NIMBY literature in which community members believe that Shelters bring a threat of violence to their community, participants in this study report held the view that such violence or the threat of violence could be resolved by Shelter workers.

**Table 8: Resolving Shelter Conflicts**

Shelter workers can adequately resolve Shelter related conflicts.	Strongly agree	Agree	Undecided	Disagree	Strongly Disagree
Shelter Worker (n = 45)	30.0%	65.0% (95)	0.0%	5.0% (5.0)	0.0%
Community Member (n = 57)	15.25%	52.54% (67.69)	28.81%	3.39% (3.9)	0.0%
Police Officer / Community Service Provider (n = 52)	4.26%	55.32% (59.58)	29.79%	10.64% (10.64)	0.0%

In tables 9 and 10, the data illustrates the perceptions and beliefs that participants hold with respect to having a shelter in their community. For instance, table 9 revealed that only a small proportion of participants agreed that having a shelter in their neighborhood made it less safe. However, the majority of respondents in all three categories reported that they do not believe that the neighbourhood is less safe as a result of having a shelter in their neighbourhood.

**Table 9: Neighborhood and Personal Safety**

The neighborhood is less safe as a result of having a shelter in one's community.	Strongly agree	Agree	Undecided	Disagree	Strongly Disagree
Shelter Worker (n = 45)	0.0%	10.26% (10.26)	30.77%	51.28% (58.97)	7.69%
Community Member (n = 57)	0.0%	17.24% (17.24)	17.24%	37.93% (56.90)	18.97%
Police Officer / Community Service Provider (n = 52)	0.0%	25.53% (25.53)	21.28%	44.68% (53.19)	8.51%

In the final table, personal safety, there is small shift in the study report findings, whereby a small portion of the participants groups express the belief that having a women's shelter in their community posed a risk for the residents who lived in that community. While this may at first appear to be a disturbing finding and indeed contrasts with other data found in this report, it discloses an important indicator: the distance between perception and reality. It is important for stakeholders to know that there is an undercurrent of suspicion and fear about having a women's shelter in the community.

**Table 10: Personal Safety**

Residents have concerns for their personal safety as result of a having a Shelter in their community.	Strongly agree	Agree	Undecided	Disagree	Strongly Disagree
Shelter Worker (n = 45)	0.0%	10.28% (10.28)	30.77%	51.28% (58.97)	7.69%
Community Member (n = 57)	0.0%	25.86% (25.86)	17.24%	37.93% (56.6)	18.97%
Police Officer / Community Service Provider (n = 52)	0.0%	25.53% (25.53)	21.28%	44.68% (53.19)	8.51%

Prior research has found similar findings and upon looking for answers as to why shelters are deemed assets for residents, but not for the society at large, research suggests such opinions rest on a general misunderstanding of shelter phenomena or are colored through prejudicial stereotypes (Lyon-Callo, 2001).

Turning to the qualitative findings, there is some elucidation of the mechanisms behind the NIMBY phenomena. However, the data for this report foregrounds the positive regard that participants held for having shelters in their communities.

## Qualitative Findings

### Shelters Enhance Community Life

Almost all interviewees extolled the subtle but significant benefits of having a shelter in their immediate community. Specifically, they viewed the shelter as being significant in defining and strengthening their sense of community. They indicated that the essence of a strong community is where people's basic needs are met, where families and individuals can find safety, and where members are active, productive, and involved.

*You know , I mean, in this day and age it's a 'not in my back yard' kind of thing, but, you know; I mean, that's what communities are about, is you have people that are in need, people that, um, are going through bad times, and you kind of reach out to them.*

Interviewees indicated that shelters foster this sense of community much like other social institutions such as churches and community centres, because they are available for the most vulnerable community members. As community members respond to the needs of this group, without relegating them to distant locations, that a spirit of compassion, cohesion and community develops for residents living in that area.

*Yes. Well, to the people [residents] that are involved [with Women's Shelters], and I mean that's part of the community, so it provides a better sense of community for us as well – especially when you're dealing with children and that stuff. And we're not having to uproot them and move them to a different town so they can be safe.*

Several interviewees ardently supported the presence of a shelter in their community, identifying them not as a 'bad thing' but rather a social agency that is desired; an agency that acts as a constant reminder of the level of abuse occurring against women and children in the community.

*I don't think a reminder [Shelter being a reminder of violence] is a bad thing at all. We need I think we need those supports [Women's Shelter] in place.*

Clearly, having a shelter in the immediate vicinity even provided a sense of comfort and security for some.

In addition, several interviewees' identified specific activities, events, and training that were provided by shelter staff and directly benefited the community. It must be noted that although most shelters in Alberta receive core funding for residential services, many industrious centers have secured additional funding from other sources, such as from anonymous donors and charitable foundations, which allow for community and school based programming. A few examples of community based programming include, and *Hands Are Not for Hitting (an educational initiative of the Alberta Council of Women's Shelters that is used in primary schools)*. Such programming appears to be valued by community members and is viewed as instrumental in addressing violence systemically. An interviewee states:

*And ah they do, like you know, in [interviewee's community] they [shelters] are involved in all sorts of stuff. And it's good because they're a part of the community and they're not they're not always asking for donations. They're they're out there helping people, um, doing talks, and having a support group and yeah, they're a definite asset.*

Holding a similar view, a second interviewee remarked:

*[Shelter staff] tries and raise awareness through domestic violence awareness month, or through a campaign in the school, or what have you. [They] actually actively try to educate people about it [levels of violence].*

In addition, shelters are viewed by community members as providing safety for the most vulnerable in society; women and children who are fleeing violence. The presence of a shelter in the community provides a clear reminder to the homeless and those vulnerable to family violence, that they do have a 'security net', a community based resource that is readily available.

*It's not only the service they [Shelters] provide, it's a security net for women who know it's there, [they] know where to go if they do have a problem.*

### **Shelters: Residential or Remote locations**

There has been some debate about the best locations for shelters. One interviewee proposed that they are best located outside of the city limits, believing that such locations will provide an increased level of privacy and safety for women and children who are at risk of being stalked by a rogue partner. Another interviewee postulated that a remote location would afford greater safety for this vulnerable group.

*Even for the women's sake who have apparently left an abusive relationship and have that partner hanging around. And of course their children should be with them, um, a place far away from threat of abuse. Like there was certainly a lot of opportunity where I lived where people could sort of find the women and then stick around for a week or so, or a weekend, or whatever that may be. I think the isolation would be better because I think it would be more beneficial for the person who is seeking the safety and the support, and that they could focus more on I think there might be a, maybe a higher success rate, and maybe more opportunity for the children to be safe and perhaps more programs developed.*

Others, who also support the concept of a remote location, content that such locations are more affordable, can more readily accommodate the physical needs of a shelter and present less unease for community members.

The majority of interviewees, however, supported a different position. They identified a number of critical factors that ought to be considered when considering the location of a Shelter. Their concerns ranged from fear that remote shelters would isolate families, hamper women and children from mingling naturally with other community members and would deny them of a sense of community. Further, accessibility to remote locations would be problematic for women and children who are fleeing violence. A few interviewees also implied that such locations would quash any sense of 'hominess' for shelter residents and may foster a feeling of isolation and rejection from the mainstream community. Interviewee's further argued that it would be difficult to access community services such as public transportation, local schools, physician's offices, and similar services from remote locations. Interviewees stated that such obstacles may prove to be insurmountable from many residents:

*A lot of women who do need to leave abusive situations do not have transportation. They arrive with the clothes on their backs. They need to be mobile. They need to be able to access banking services and health services and maybe employment opportunities. They have to be able to access what's in town.*

Another interviewee stated:

*The clients are not going to feel isolated from the community [if the shelter is located in a residential area]. They [shelter residents] will feel a part of the community and maybe even be able to better integrate into the community. I think that would be the biggest reason. The sense of isolation, um not being fit for the community [if the shelter were in a remote area] I think would be, um would really have a stigma attached to it.*

### **Role of Shelters and Shelter Staff**

A small number of interviewees indicated that the purpose and role of shelters and shelter workers is obscure and ambiguous. They suggested shelter workers should provide more information to community members concerning the purpose and mandate of shelters. Although interviewees did appear to understand that shelters must maintain a certain level of seclusion and privacy, they believed that the shelter's role and mandate was often unclear. One interviewee stated, "*I really don't understand completely what that role was, of women's Shelters.*" Moreover, several interviewee's wanted specific information about potential risk to personal safety that shelters might pose and concomitantly the skills, training and resources of Shelters

workers to address those concerns. For instance, one interviewee reported:

*If there are more people [Shelter workers] to help out, so Like, two, three girls [Shelter workers] can't really handle if something big comes up, right? They should have a safeguard around them at some point.*

Overall, it appears that a few interviewees, although convinced that shelter workers can adequately resolve shelter related conflicts, they would welcome greater information about the depth and breadth of skills and training held by shelter workers to resolve conflicts. Further interviewees required greater information and clarity about the mandate of Shelters. The need for ongoing public awareness cannot be overstated.

### **Traffic Flow and Loitering**

A second theme that was drawn from participant interviews, a theme common to the NIMBY phenomena, was the perception of excessive loitering in the vicinity of Shelters. A few interviewees did express concern that there has been an increase in automobile traffic, foot traffic, and loitering as a result of a shelter being located in their community. Highlighting these points, one interviewee remarked:

*Now I can't say directly because of the women's Shelters that items would go missing in my backyard. But people I spoke too said people were living in vehicles, or just sort of hanging around, asking for money or whatever. And uh, it was the congestion. . . And I just found that it was undesirable and that a lot of people that were attracted they were sort of I didn't feel particular safe in my house being that close and experiencing that much foot traffic So, I think the idea of a women's Shelter is good. I just personally didn't have a good experience where I lived.*

Other respondents reported that anticipated increased traffic flow was not recognizable problem. Notably, one respondent reported a decrease in the level of traffic flow, from when the shelter building was used as a medical facility.

*but I'm not aware of any additional traffic that's associated with the shelter – especially where it is right now given the amount of traffic that would have been there before with the previous use of that particular building. I would think that there's probably less traffic.*

### **Safety: Issues and Attitudes**

Matters of personal safety evoked the greatest discussion for interviewees. Participants speculated that personal safety fears were greatest among community residents who were in discussion about adding a new shelter to their area. They speculated that it is because they do understand the nature and purpose of these social agencies, and the security measures they have in place, that these fears arise.. One interviewee adeptly summed up this fear when she stated:

*I think it's just that they [community members who are about to have a Shelter in their community] are, always expecting the worst thinking that because there's a women's Shelter [about to come to their community] some raving lunatic man is going to show up with a shotgun.*

Examining the dynamics behind NIMBY and why fear might be associated with women Shelters' is witnessed in this participants' disclosure:

*In three years that I've lived down the block from the women's Shelter I have only saw a police car there once That could mean anything, but a lot of people don't realize that, you know that the women's Shelter isn't just providing a roof. It's kind of hiding people as well.*

Ultimately, there exists a variety of opinions concerning the level of risk to personal safety resulting from community based shelters. Such opinions and beliefs are an important issue for shelter residents, shelter workers, and citizens alike. Furthermore, this issue needs to be clearly investigated before the general population can conclusively accept shelters as an institution that does not pose risk outside one's ordinary experience. With that stated, such a move toward greater acceptance might be advanced by airing the positive aspects that women Shelters do provide in one's community.

### **Discussion**

With the advent of the Women's Emergency Shelter movement in the early seventies came much acclaim about the benefits of these social agencies. In general, the principle of women's emergency shelters was endorsed and supported by the general public; that is, to provide a safe haven for women and children who are fleeing violent situations. But for some community members, the idea of having a women's emergency shelter located in their immediate neighbourhood generated anxiety and apprehension for their personal safety.

This exploratory study attempted to better understand these concerns in the context of the NIMBY phenomenon through survey questionnaires and in-depth interviews. The results of this study suggest that neighbourhood shelters increase a sense of community for both community members and allied professionals, such as police and shelter workers. Similar support was expressed when considering the value of services offered by shelters, and when comparing the benefits of shelters to any risks they may engender. Additionally, a large majority of respondents indicted that shelters should be located in residential areas rather than being relegated to remote or isolated sites.

However, when respondents were asked if they had concerns for their personal safety, resulting from having a shelter in their neighbourhood, a significant number of community residents and police officers (about 26% in each group) agreed that this was a concern. This leads to the question: Why the apparent inconsistent stance?

It appears that this inconsistency can be attributed, in part, to a misunderstanding and a lack of information regarding the nature and mandate of shelters, the quality of skills and training of shelter workers to avert provocative situations, and to prejudicial stereotypes concerning patterns of behaviours by abusive partners of shelter residents. Each of these issues have significant implications for shelter associations, other allied health professionals and the community at large. Greater information and discussion is needed to assure community members and others that these concerns are largely unfounded and detrimental to the spirit and purpose of women's emergency shelters.

As each of these issues are more fully explained, discussed and debunked, a more informed and consistent response to the concept of women shelters will be garnered.

### **Recommendations**

Findings from this study report have led to the following recommendations

Shelters:

- Know the relevant zoning, bylaws, housing policies in your area.
- Involve local government, including the area council member, as a shelter stakeholder, to ensure proper representation to local government officials

Existing shelters:

- Ongoing public awareness campaigns with your local community, to increase visibility and community knowledge
- Shelter boards, executive directors participate on other local boards (such as education, health, etc) to extend positive impact of shelter on community
- Shelter attendance at local community meetings

Future shelters:

- Create a one-page backgrounder on shelter purpose, security features and programs and distribute widely
- Work extensively with community partners to establish visibility and connection with stakeholders
- Develop a shelter community relations committee for consultation and engagement with community members at the onset of potential development

- Create external appeal/curb appeal so that the shelter building and grounds add to the neighbourhood value:
  - Including landscaping and building design by Crime Prevention Through Environmental Design (CPTED) standards
- Solicit aid from community partners (local police, childcare workers, etc) to foreground the benefits to community residents of having a shelter in their area. Use Appreciative Inquiry to highlight positives.
- Engage the media

Municipal councils:

- Review land-use bylaws to ensure they recognize the specific needs of women's shelters
- Recognize the percentage of children resident in shelters and include this fact in location criteria
- Recognize the transportation needs of shelter residents and provide accessible service
- Know the facts about family violence in your area and province and respond with a view to protection and prevention

Provincial and Federal governments:

- Provide adequate funding mechanisms to ensure shelters can build and sustain welcoming, community-based facilities for the women and children resident.

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# Gendering the Land Use Planning Process: A Critical Analysis of the SNRF Designation and Women's Shelters in Vancouver

## Appendix Ten b

Women's shelters<sup>1</sup> are nearly invisible. They are not listed in the phonebook, are not identified on any maps, are certainly not highlighted in tourism pamphlets, and are often overlooked or forgotten by municipal planners. Indeed, shelters for abused women are not accounted for, or even mentioned, in most official planning documents, land use by-laws, or development guidelines.<sup>2</sup> Yet despite this invisible status, women's shelters remain a vital component of Western cities. Approximately 1400 shelters in the United States and Canada<sup>3</sup> have been established to provide housing for women and children seeking to escape from domestic violence. Many women depend on these shelters; on any given day there are approximately 6,000 women and children living in women's shelters across Canada.<sup>4</sup> These figures are staggering and indicate that there is a gendered discrepancy between planned cities and lived experiences.

In this paper I will argue that the "glaring absence" of women's shelters from mainstream city planning regimes is not accidental but systemic<sup>5</sup>, and illustrative of the way in which modern land use planning techniques simultaneously fail to account for gender and re-inscribe gendered power dynamics. I will focus my analysis on municipal by-laws and land use planning policies governing women's shelters in Vancouver, arguing that municipal land use law in Vancouver functions to force battered women's shelters underground and make women's shelters invisible, thereby contributing to the geographical isolation, stigmatization and marginalization of women seeking refuge from abusive relationships. The first part of this paper will briefly outline municipal legislation and guidelines regulating women's shelters in Vancouver, including the *Vancouver Zoning and Development By-laws*<sup>6</sup> and the Special Needs Residential Facility (SNRF) Guidelines<sup>7</sup>. Next, I will analyze these legal tools, arguing that they privatize family violence, ghettoize shelter development, and unthinkingly facilitate a process of public participation that is profoundly misguided, and even dangerous, in the shelter context. Finally, I will posit strategies for reform and argue for the adoption of a land use philosophy that focuses on "making the invisible visible<sup>8</sup>," strengthens ties between women's shelters and the broader community, and establishes women's shelters as a proud focal point of communities.

### **(Not) Planning For Women's Shelters: Vancouver's By-laws, Guidelines, and Development Plans**

The *Zoning By-law*, SNRF Guidelines, and official development plans govern the location and development of women's shelters in Vancouver, designating them as Special Needs Residential Facilities, or SNRFs. As the City of Vancouver explains, an SNRF is a "class of building" that provides "various types of nursing or other care or rehabilitation for people who have physical or mental illnesses or disabilities, minors in the care

<sup>1</sup>I use the term "women's shelters" in a homogenous manner in this paper to refer to shelters that provide emergency housing for women seeking refuge from abusive relationships. However, it should be noted that these facilities vary tremendously. Some shelters provide housing for women only for 24 hour periods, while other shelters are long term and available for a period of several months.

<sup>2</sup>As discussed below, Vancouver zoning by-laws and planning guidelines do not expressly refer to women's shelters. Rather, women's shelters are understood to be encompassed within the definition of a "Special Needs Residential Facility" (SNRF) and are lumped together with homeless shelters, shelters for the mentally ill, youth shelters and shelters for those with substance abuse problems for the purposes of municipal planning.

<sup>3</sup>Stephen Verderber, "Recent Trends in the Design of Shelters For Victims of Domestic Violence" (2001) 47 *Loyola Law Review* 457 states that there are approximately 900 shelters in the United States; Government of Canada, *Transition Houses and Shelters for Abused Women in Canada* (Ottawa: National Clearinghouse for Family Violence, 2004) contains listings for almost 500 shelters.

<sup>4</sup>Statistics Canada, "Shelters for Abused Women" online: The Daily <<http://www.statcan.ca/Daily/English/050615/d050615a.htm>>.

<sup>5</sup>Leonie Sandercock, "Introduction: Framing Insurgent Historiographies for Planning" in Leonie Sandercock, ed., *Making the Invisible Visible: A Multicultural Planning History* (Berkeley and Los Angeles, California: University of California Press, 1998) 1 at 13

<sup>6</sup>City of Vancouver, By-law No. 3575, *Zoning and Development By-law* (12 September 2006) [*Zoning By-law*].

<sup>7</sup>City of Vancouver, *Special Needs Residential Facility Guidelines* (4 May 2004) [*SNRF Guidelines*].

<sup>8</sup>Sandercock, *supra* note 5 at 21.

of the Province, people under the custody of Corrections Canada, and people who need emergency support on a short term basis.”<sup>9</sup> The *Zoning By-law* identifies three subclasses of SNRFs, including “Community Care—Class A,” “Community Care—Class B,” and “Group Living.” Class A and B SNRFs are politically innocuous; they are institutions that must be licensed under the *Community Care and Assisted Living Act*<sup>10</sup> and generally include childcare and medical facilities.<sup>11</sup> Group Living SNRFs are often thought of as the “most contentious” type of SNRF<sup>12</sup> and are defined in the by-law as

any facility that provides accommodation for six or more persons who are not a family, and where staff provide care, supervision, guidance or counseling related to physical disabilities, mental disabilities, psychiatric problems, drug or alcohol problems or related to legal custody or emergency or crises situations.<sup>13</sup>

This definition is amazingly broad, and easily includes women’s shelters, as well as shelters for the mentally ill, the disabled, the homeless, youth and those with substance abuse problems.

An SNRF designation has dramatic repercussions, influencing issues as diverse as the development application process, where the facility can be located, its dimensions, how many clients it can service, operating procedures, and how much control neighbours have over its presence in their community. As opposed to those facilities that are granted outright approval, Group Living SNRFs are only conditionally approved for certain zones of the city, which means that the development of a zoning application is not guaranteed even if all the regulations and guidelines are followed.

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<sup>9</sup>City of Vancouver, “Special Needs Residential Facilities: General Information” online: Vancouver Community Services and Social Planning <<http://www.city.vancouver.bc.ca/COMMSVCS/SOCIALPLANNING/initiatives/snrff/index.htm>>.

<sup>10</sup>*Community Care And Assisted Living Act*, S.B.C. 2002, c. 75.

<sup>11</sup>B.C. Ministry of Health, “Community Care Facilities,” online: <<http://www.healthservices.gov.bc.ca/ccf/>>. The *Zoning and Development Act* defines class A as “any facility which is licensed under the *Community Care Facility Act* and is used as a residence for not more than ten persons, not more than six of whom are persons in care.” Class B facilities are defined as those “licensed under the *Community Care Facility Act* and provides accommodation for seven or more persons in care. These facilities generally include child-care facilities and facilities providing care to medically ill adults.

<sup>12</sup>Liza Jimenez, *From NIMBY to YIMBY: Understanding Community Opposition to Special Needs Residential Facilities in Vancouver* (M.A. Thesis, Simon Fraser University, 2005) [online: <[www.sfu.ca/mpp/pdf\\_news/Capstone/Liza%20Jimenez%20capstone.pdf](http://www.sfu.ca/mpp/pdf_news/Capstone/Liza%20Jimenez%20capstone.pdf)>] at 4. *Zoning and Development By-law*, *supra* note 6 at s. 2.

City of Vancouver, “How To #2: Development Permit Process in Vancouver,” online: Community and Development Services <<http://www.city.vancouver.bc.ca/COMMSVCS/planning/landuse2.htm>>.

The Urban Design Panel is a 12 member board composed of 6 members of the Architectural Institute of B.C., 2 members of the Association of Professional Engineers of B.C., 2 members of the B.C. Society of Landscape Architects, one member of the Vancouver City Planning Commission, and 1 member of either the Urban Development Institute, the Greater Vancouver Homebuilders’ Association, or the Building Owner’s and Managers’ Association of B.C. Notably absent from this list is a member from a group representing marginalized individuals, such as abused women.

City of Vancouver, “How To #2: Development Permit Process in Vancouver,” *supra* note 14. The Board of Variance is a five member board that hears appeals on matters such as zoning, development permits, signs, trees, and parking issues. See City of Vancouver, “How To #4: Appeals to the Board of Variance and Parking Variance Board in Vancouver” online: Community and Development Services <<http://www.city.vancouver.bc.ca/COMMSVCS/planning/landuse4.htm>>.

<sup>13</sup>*Zoning By-law*, *supra* note 6 at ss. 11.17.1, 11.17.2, and 11.17.3.

Rather, the Director of Planning and Development Permit Board must evaluate and approve all applications for SNRF development permits.<sup>14</sup> As SNRF decision-making is largely discretionary, input may be given from the Urban Design Panel<sup>15</sup>, Citizen Advisory Committees, the Vancouver Heritage Commission, City Council and the Development Permit Staff Committee. Any decision that is made can be appealed to the Board of Variance.<sup>16</sup>

Section 11.17 of the *Zoning By-law* establishes various factors that the Director of Planning must consider before granting a Development Permit, including the nature of the development, the effect of the development on the immediate community, concerns that members of the community may have, and any applicable policies and guidelines adopted by the Vancouver City Council.<sup>17</sup> According to the SNRF Guidelines, the most pressing aspect of every application is the compatibility of the SNRF with the surrounding neighbourhood.<sup>18</sup> In order to ensure that the character of a neighbourhood is not overly compromised by an SNRF, all SNRFs must be placed at least 200 meters from each other<sup>19</sup> and operating procedures such as staffing, hours and anticipated traffic flows must be planned so as not to disrupt the neighbourhood.<sup>20</sup> If the “client type” is not suitable for the neighbourhood, or is deemed too “disruptive” for residential community living, the Director of Planning can ask that the number of residents be reduced or that the SNRF locate in a commercial or mixed commercial residential area.<sup>21</sup> In addition, SNRFs are restricted from locating in several of Vancouver’s neighbourhoods, including industrial zones and the two historical districts (Chinatown and Gastown).<sup>22</sup>

### **Gender Blind: Designing the City as if (Abused) Women Did Not Exist**

Numerous feminist theorists have argued that while mainstream municipal planning practices appear to be gender neutral, they are often based on unconscious assumptions that understand the public (planned) sphere as masculine and the ideal citizen as male.

<sup>14</sup>City of Vancouver, “How To #2: Development Permit Process in Vancouver,” online: Community and Development Services <<http://www.city.vancouver.bc.ca/COMMSVCS/planning/landuse2.htm>>.

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<sup>16</sup> City of Vancouver, “How To #2: Development Permit Process in Vancouver,” *supra* note 14. The Board of Variance is a five member board that hears appeals on matters such as zoning, development permits, signs, trees, and parking issues. See City of Vancouver, “How To #4: Appeals to the Board of Variance and Parking Variance Board in Vancouver” online: Community and Development Services <<http://www.city.vancouver.bc.ca/COMMSVCS/planning/landuse4.htm>>.

<sup>17</sup>*Zoning By-law*, *supra* note 6 at ss. 11.17.1, 11.17.2, and 11.17.3.

<sup>18</sup>*SNRF Guidelines*, *supra* note 7 at Preamble.

<sup>19</sup> *SNRF Guidelines*, *ibid.* at Guideline 1.

<sup>20</sup> *SNRF Guidelines*, *ibid.* at Guideline 3.

<sup>21</sup> *SNRF Guidelines*, *ibid.* at Guidelines 5 and 6.

<sup>22</sup>*Zoning By-law*, *supra* note 6. See the “HA1 and HA1A Districts Schedule (Chinatown Historic Area),” “HA2 District Schedule (Gastown Historic Area),” “IC-1 and IC-2 Districts Schedule,” “IC-3 District Schedule,” “I-1 District Schedule,” “I-2 District Schedule,” “I-3 District Schedule.” See also City of Vancouver, “Special Needs Residential Facilities: Frequently Asked Questions,” online: <<https://www.vancouver.ca/commsvcs/socialplanning/initiatives/snrf/faq.htm>>. SNRFs used to be prohibited in certain portions of the Downtown Eastside as well, but this has recently been changed.

Sherilyn MacGregor, “Deconstructing the Man Made City: Feminist Critiques of Planning Thought and Action” in Margrit Eichler, ed., *Change of Plans: Towards a Non-Sexist Sustainable City* (Toronto: Garamond Press, 1995) 25 at 33. See also Leonie Sandercock and Ann Forsyth, *Gender: A New Agenda for Planning Theory (Working Paper 521)* (Berkeley: University of California at Berkeley, 1990); Barbara Hooper, “Split at the Roots: A Critique of the Philosophical and Political Sources of Modern Planning Doctrine” (1992) 13 *Frontiers: A Journal of Women’s Studies* 45; Clara Greed, “Making the Divided City Whole: Mainstreaming Gender into Planning in the United Kingdom” (2006) 97 *Journal of Economic and Social Geography* 267; Elizabeth Wilson, “Issue Paper: Culture and Gender Concerns in Spatial Development” in Organization for Economic Co-operation and Development, ed., *Women in the City: Housing, Services, and the Urban Environment* (Paris: OECD, 1995) 38.

## **Gender Blind: Designing the City as if (Abused) Women Did Not Exist**

Numerous feminist theorists have argued that while mainstream municipal planning practices appear to be gender neutral, they are often based on unconscious assumptions that understand the public (planned) sphere as masculine and the ideal citizen as male.<sup>23</sup> As Nancy Duncan has shown, the public sphere is gendered as male and is understood as “the domain of the disembodied, the abstract, the cultural [and] rationality.” In contrast, the private sphere is viewed as female and has traditionally been associated with “the domestic, the embodied, the natural, the family reproduction and immanence.”<sup>24</sup> Traditionally, women have been excluded from the public sphere on the grounds that they are incapable of the objective and rational thought demanded by public life.<sup>25</sup> Land use planning has reinforced this dichotomy, proceeding on the parallel assumptions that the private sphere, as a women’s world, is not amenable to rational and ordered planning techniques and that planning strategy should focus on meeting the interests of the male dominated public sphere. Indeed, while land use planning occupies itself with considering the ways in which public space can be developed in order to best further an abstracted symbolic or aesthetic ideal, it often overlooks “issues of women’s safety or representation and access to marginal groups. These are all the concerns of private life, the personal life, of those without a public face.”<sup>26</sup> The ‘public face’ of the city is male.<sup>27</sup>

By adopting a gender-blind approach to SNRFs that fails to adequately account for women’s shelters, the City of Vancouver’s planning regime re-inscribes gendered public/private dichotomies and privatizes violence against women. Stemming from a historical tradition that plans the public sphere in accordance with male needs, and which understands family violence as a women’s issue belonging to the “private realm and not the concern of policy makers and planners,”<sup>28</sup> the current legal regime contemplates a shelter inhabitant that is male. Unbelievably, gender is not taken into account when planning for women’s shelters. Women’s shelters are regulated in the same way as facilities that house those suffering from physical or mental illnesses, the disabled, youths, seniors, the homeless and other individuals seeking emergency housing. Such an approach is profoundly misguided. It is obvious that women suffering from gender violence have gender specific land use needs that differ on a fundamental level from the needs of some of the other groups captured by the SNRF designation. Stephen Verderber, who has conducted several studies on how women’s shelters should be planned and architecturally designed, has found that women’s shelters require a type of land use planning “unlike any other.”

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<sup>21</sup> *SNRF Guidelines*, *ibid.* at Guidelines 5 and 6.

<sup>22</sup> *Zoning By-law*, *supra* note 6. See the “HA1 and HA1A Districts Schedule (Chinatown Historic Area),” “HA2 District Schedule (Gastown Historic Area),” “IC-1 and IC-2 Districts Schedule,” “IC-3 District Schedule,” “I-1 District Schedule,” “I-2 District Schedule,” “I-3 District Schedule.” See also City of Vancouver, “Special Needs Residential Facilities: Frequently Asked Questions,” online: <<https://www.vancouver.ca/commsvcs/socialplanning/initiatives/snrf/faq.htm>>. SNRFs used to be prohibited in certain portions of the Downtown Eastside as well, but this has recently been changed.

<sup>23</sup> Sherilyn MacGregor, “Deconstructing the Man Made City: Feminist Critiques of Planning Thought and Action” in Margrit Eichler, ed., *Change of Plans: Towards a Non-Sexist Sustainable City* (Toronto: Garamond Press, 1995) 25 at 33. See also Leonie Sandercock and Ann Forsyth, *Gender: A New Agenda for Planning Theory (Working Paper 521)* (Berkeley: University of California at Berkeley, 1990); Barbara Hooper, “Split at the Roots: A Critique of the Philosophical and Political Sources of Modern Planning Doctrine” (1992) 13 *Frontiers: A Journal of Women’s Studies* 45; Clara Greed, “Making the Divided City Whole: Mainstreaming Gender into Planning in the United Kingdom” (2006) 97 *Journal of Economic and Social Geography* 267; Elizabeth Wilson, “Issue Paper: Culture and Gender Concerns in Spatial Development” in Organization for Economic Co-operation and Development, ed., *Women in the City: Housing, Services, and the Urban Environment* (Paris: OECD, 1995) 38.

<sup>24</sup> Nancy Duncan, “Renegotiating Gender and Sexuality in Public and Private Spaces” in Nancy Duncan, ed., *Bodyspace: Destabilizing Geographies of Gender and Sexuality* (New York: Routledge, 1996) 127 at 128.

<sup>25</sup> Duncan, *supra* note 24 at 129.

<sup>26</sup> Mary Gail Snyder, “Feminist Theory and Planning Theory: Lessons from Feminist Epistemologies” (1995) 10 *Berkley Planning Journal* 91 at 102.

<sup>27</sup> Snyder, *ibid.* at 102.

<sup>28</sup> Organisation for Economic Co-Operation and Development, *Women in the City: Housing, Services and the Urban Environment* (Paris: OECD, 1995) at 101.

The “requirements of anonymity, security, residential support, counseling services, children’s services and occupational training results in a mixed use environment with complex facility planning and architectural design needs.”<sup>29</sup> According to Verderber, women’s shelters need to be integrated into the community in a manner that is sensitive to the unique obstacles that battered women face. For example, approximately 40% of the individuals admitted to women’s shelters across Canada in 2003-2004 were children.<sup>30</sup> This clearly represents a gendered planning challenge and guidelines should be drafted to account for this dynamic, perhaps to ensure that women’s shelters are placed in child-friendly neighbourhoods, and are in close proximity to parks, schools, and daycares. Women seeking refuge from domestic violence differ from other individuals living in SNRFs in other key ways as well. Research indicates that very few women living in shelters suffer from substance abuse problems.<sup>31</sup> However, the SNRF guidelines have been drafted to address public concerns that SNRFs may introduce a “drug problem” into communities.<sup>32</sup> This dynamic simply does not apply to women’s shelters. Perhaps more importantly, women’s shelters face unique security concerns. Land use planning techniques that ignore this reality, rather than plan for it, place women in danger. Vancouver’s policy of gender neutrality towards SNRFs clearly translates into gender bias.

Vancouver’s land use planning model fails to envision a city in which abused women are shelter users. This failure has dramatic political repercussions. At a basic level, women’s shelters will not be able to effectively meet women’s needs. Symbolically, however, this land use agenda has devastating consequences for women. Land use planning guidelines which fail to address the specific needs of women “demarcate and isolate a private sphere of domestic, embodied activity from an allegedly disembodied political sphere.”<sup>33</sup> A failure to account for abused women in land use policy furthers the message that domestic violence is a private matter and “beyond the scope of public responsibility.”<sup>34</sup> This policy threatens to depoliticize family violence by deeming it unworthy of public intervention and regulation; it functions to push women into the private sphere by refusing to address their concerns at the public level.

### **Zoning Abused Women Out of the City**

As Sherene Razack has shown, power relationships and systemic inequalities work together to divide the city into different zones. The city is composed of both “respectable spaces” and “degenerate spaces.” An individual’s social or cultural position determines whether or not she has “an unquestioned right to go anywhere and do anything.” Those who violate social norms are relegated to the borderlands, and are told to live outside the boundaries of the city core, or in the ‘degenerate spaces.’<sup>35</sup> Land use law is one means by which these power structures are formalized.<sup>36</sup> The *Zoning By-law* and the SNRF Guidelines can be read as a type of “regulatory regime designed to control the presence and activities of certain bodies in certain

<sup>29</sup>Vanderber, *supra* note 3 at 458. For further analysis of the unique architectural problems posed by women’s shelters, see Stephen Verderber, “In Search of a New Life: A Shelter for Victims of Domestic Violence” (1993) 10 *Journal of Architectural and Planning Research* 40; Stephen Vanderber, “Dimensions of Person-Environment Relationships in Shelters for Victims of Domestic Violence” (1990) 7 *Journal of Architectural and Planning Research* 33; Stephen Vanderber, “Effects of Personal Status and Patterns of use on Residential Satisfaction in Shelters for Victims of Domestic Violence” (1989) 21 *Environment and Behaviour* 413.

<sup>30</sup> Andrea Taylor-Butts, “Canada’s Shelters for Abused Women, 2003/04” (2005) 25 *Juristat: Canadian Centre for Justice Statistics (Statistics Canada)* 1. In 2003-2004, 95, 325 individuals were admitted to shelters across Canada.

<sup>31</sup>Taylor-Butts, *ibid*. In recent years, this number has fluctuated between 1%-11%.

<sup>32</sup>Daphne Powell, *Non Residential and Residential Social Services: What Are the Impacts? A Review of the Literature* (Vancouver: Social Planning Department of the City of Vancouver, 2005). Although I do not agree that individuals with substance abuse problems should be stigmatized when land use planning decisions are made, they do face a different set of land use planning issues than battered women.

<sup>33</sup>Duncan, *supra* note 24 at 128.

<sup>34</sup>Duncan, *ibid*. at 132.

<sup>35</sup>Sherene Razack, “Gendered Racial Violence and Spatialized Justice: The Murder of Pamela George” (2000) 15 *Canadian Journal of Law and Society* 91 at 95.

<sup>36</sup>Prashan Ranasinghe and Mariana Valverde, “Governing Homelessness Through Land-Use: A Sociological Study of the Toronto Shelter Zoning By-law” (2006) 31 *Canadian Journal of Sociology* 325.

space,” functioning to push abused women out of the core of the city and establish a “social and moral order in the city.”<sup>37</sup> Working in concert with informal policies, the *Zoning By-law* and the Guidelines effectively prohibit women’s shelters from locating in some of the most valued areas of the city.

Vancouver’s *Zoning By-law* restricts where women’s shelters can locate in the city. The by-law expressly prohibits women’s shelters from developing in Vancouver’s two historic zones, Chinatown and Gastown.<sup>38</sup> Planning documents emphasize the “special status” of these two areas in Vancouver’s cultural history, indicating that these districts are among Vancouver’s most prized neighbourhoods.<sup>39</sup> Both neighbourhoods are thought of as prime tourist locales,<sup>40</sup> and it is clearly thought that situating women’s shelters in these areas would detract from this characterization. Importantly, prohibiting women’s shelters in Chinatown has severe repercussions for Chinese women, functioning to isolate them from their cultural community. Research has shown that abuse has a different effect depending on cultural context, and that culture specific shelters, located in communities such as Chinatown, are much more effective in addressing gender violence. Language, culture and economic barriers often make Asian women more vulnerable to abuse, and due to “cultural taboos and practices, battered Asian women may face multiple abusers—including in-laws, other family members or community leaders who may be participants in the abuse. Women feel trapped by social conditions and feelings of shame.”<sup>41</sup> Many shelters are not culturally sensitive and may not have the funding to provide services in languages other than English. This can make a shelter feel “like an alien world rather than a place of refuge” for racialized women.<sup>42</sup> Moreover, as racialized women are often more committed to traditions of family unity, and thus more likely to view a shelter as a ‘time out’ rather than an absolute break from their families,<sup>43</sup> shelters located within their communities can help address abuse in culturally appropriate ways and ensure that women are not isolated or ostracized from their cultural communities. In this context, city zoning regulations that prohibit shelters from situating in Chinatown are unconscionable.

The SNRF Guidelines further encourage isolation by precluding two or more SNRFs from locating within 200 meters from each other. According to the Guidelines,

additional facilities will be discouraged from locating in the local area or part of a local area where there is a concentration of several facilities, located closer to one another than 200 meters. Further, a facility of a specific client type, with the exception of community care facilities for seniors, will be discouraged from locating near concentrations of facilities serving the same client type.<sup>44</sup>

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<sup>37</sup>Sandercock, *supra* note 5 at 17.

<sup>38</sup>*Zoning By-law*, *supra* note 6. at “HA1 and HA1A Districts Schedule (Chinatown Historic Area)” and “HA2 District Schedule (Gastown Historic Area).”

<sup>39</sup>*Zoning By-law*, *supra* note 6. at “HA1 and HA1A Districts Schedule (Chinatown Historic Area)” and “HA2 District Schedule (Gastown Historic Area).”

<sup>40</sup>Tourism Vancouver, “Downtown Vancouver,” online: <[http://www.tourismvancouver.com/visitors/virtual\\_tour/downtown](http://www.tourismvancouver.com/visitors/virtual_tour/downtown)>.

<sup>41</sup>New York Asian Women’s Centre, “Who We Help,” online: NYAWC <<http://www.nyawc.org/about/who-we-help.html>>.

<sup>42</sup>Janice Haaken and Nan Yragui, “Going Underground: Conflicting Perspectives on Domestic Violence Shelter Practices” (2003) 13 *Feminism & Psychology* 49 at 50.

<sup>43</sup>Haaken and Yragui, *ibid.* at 62.

<sup>44</sup>*SNRF Guidelines*, *supra* note 7 at Guideline 2.

This model is based on a politic that understands the proper place of shelters as on the outskirts of the city, in isolated communities divorced from the hub of city life. If shelters are to be encouraged to locate in highly dense and visible areas, as I will argue they should be, it is likely that they will be in close proximity to each other and contravene the Guideline. Moreover, although “ghettoization” ought to be avoided, studies have shown that establishing support networks amongst abused women is a vital component of the healing process.<sup>45</sup> Rather than facilitating a communal healing process that stresses the importance of shared experience and envisions building solidarity amongst abused women, the guidelines are based on a philosophical model that seeks to divide, segregate and marginalize abused women. Again, then, abused women are symbolically isolated from the city.

Unofficial policies adopted both at the municipal and provincial level also function to ensure that women’s shelters locate outside the city core. In Vancouver, organizations wishing to establish women’s shelters must buy land privately,<sup>46</sup> and often struggle to secure funding.<sup>47</sup> The extraordinarily high cost of land in Vancouver places severe limitations on where shelters can be located around the city. Indeed, there are very few SNRFs on the west side of Vancouver and absolutely no women’s shelters west of Manitoba Street.<sup>49</sup> Shelters are not located in economically prosperous areas of Vancouver, but are restricted instead to the more run down areas of the city. In addition to symbolically devaluing abused women, this functions to perpetuate the myth that rich women are immune from abuse. Moreover, a disproportionate number of shelters are located in surrounding suburbs. While only about three or four women’s shelters actually operate within the city limits, there are approximately ten shelters located in adjacent suburbs.<sup>50</sup> This means that a large number of women seeking to make use of emergency shelter services will be isolated from their communities, families and friends. Numerous feminist planners have argued that the “suburbs constitute a different environment for women than for men.”<sup>51</sup> Due to low density in the suburbs, women tend to feel isolated there and are less mobile due to decreased transit access.<sup>52</sup> Studies also indicate that satisfaction levels with regard to suburb-living are gendered; women living in suburbs feel more frustrated by the physical location of their neighbourhoods than men.<sup>53</sup> Locating women’s shelters in the suburbs, and away from the core of a city, therefore can have dramatic effects on women who are already feeling isolated due to the cycle of abuse.

<sup>45</sup>Joseph Roy Gillis, Shaindl Lin Diamon, Paul Jebely, et al., “Systemic Obstacles to Battered Women’s Participation in the Judicial System: When Will the Status Quo Change?” 2006 12 Violence Against Women 1150; Ami Arokach, “Alienation and Domestic Abuse: How Abused Women Cope with Loneliness” (2006) 78 Social Indicators Research 327.

<sup>46</sup>Telephone interview with Anne Kloppenborg, Social Planner for the City of Vancouver, by Megan Kammerer (9 November 2006).

<sup>47</sup>For example, the Vancouver Rape Relief Shelter Transition House was made possible through numerous fundraising drives. See Vancouver Rape Relief and Women’s Shelter, “House Opens,” online: <[http://www.rapereliefshelter.bc.ca/herstory/shelter\\_opens81.html](http://www.rapereliefshelter.bc.ca/herstory/shelter_opens81.html)>. The St. Elizabeth Home, however, managed to obtain funding from Canada Mortgage and Housing Corporation, Human Resources and Development Canada and B.C. Housing. See Sandra Thomas, “Shelter Accepts Drug, Alcohol Users” *The Vancouver Courier* (5 August 2004).

City of Vancouver, “Special Needs Residential Facilities: Frequently Asked Questions,” *supra* note 22.

<sup>49</sup>Shelter locations were not divulged to me by individual facilities, however, the general locations of all the shelters across Canada can be found at: Shelternet, “Clickable Map of Canada,” online: <<http://www.shelternet.ca/en/women/find-a-shelter/clickable-map/>>. This resource is intended to help abused women find shelters in their area.

<sup>50</sup>Government of Canada, *Transition Houses and Shelters for Abused Women in Canada*, *supra* note 3. The surrounding areas I have included in this comparison include Langley, New Westminster, North Vancouver, Richmond, Surrey, and White Rock. The number of women’s shelters located in Vancouver alternates between three and four, depending on the source and definition used.

<sup>51</sup>Sylvia F. Fava, “Women’s Place in the New Suburbia” in Gerda R. Wekerle, Rebecca Paterson, and David Morley, eds., *New Space for Women* (Boulder, Colorado: Westview Press, 1980) 129 at 129.

<sup>52</sup>Fava, *ibid.* at 132, 134.

<sup>53</sup>Fava, *ibid.* at 135.

The negative and isolating effects of the private funding scheme in place in Vancouver are best illustrated through comparison to the Manitoba system. In Manitoba, the government works with community groups to identify where shelters are needed, and then buys the land on which the shelter will be built. The government pays the land taxes, the mortgage, utilities, any repair costs, and does a thorough security review.<sup>54</sup> Marlene Bertrand, the Director of the Family Violence Prevention Program in Manitoba, argues that this policy has forced municipal land use planners to better account for the needs of abused women. Rather than being forced to locate in impoverished areas of the city where land is cheaper, shelters in cities such as Winnipeg are often situated on prime real estate. According to Bertrand, the cost of land is not as prohibitive to shelter development in Winnipeg as it is in many of Canada's other large cities.<sup>55</sup> Manitoba's system contrasts deeply with Vancouver's approach, and provides a clear illustration of subtle ways in which different land use policies can either promote or discourage the inclusion of abused women within the wider community.

### **No (Abused Women) In My Back Yard: Community Responses to Proposed Shelter Development**

Vancouver's land use planning procedures also serve to channel dangerous defensive and possessive attitudes, thereby further isolating and excluding abused women from the wider community. NIMBY, a popular acronym for "Not In My Back Yard," is a "protectionist attitude or belief towards unwanted development where community members exercise oppositional approaches."<sup>56</sup> In the face of unwanted shelter development, community groups have been known to circulate petitions, participate in letter writing campaigns, stage demonstrations or media events, and engage in scare tactics.<sup>57</sup> The SNRF development process contemplates, and indeed encourages, massive community involvement and opposition to placement decisions. Indeed, the Guidelines state that as part of the community permit application, the SNRF applicant must produce and distribute a "fact sheet" to neighbours which describes the proposed facility. The sheet must include information on financial sponsorship, the type of facility sought to be developed, turnover of clients, physical appearance of the building, plans made for parking, how many staff will be involved, and hours of operation. Applicants are also advised to meet with neighbours in person to ensure that any concerns are addressed.<sup>58</sup> In addition, the City's Planning Department formally notifies all residents within an "official notification area" to ask for their comments, suggestions and input.<sup>59</sup> Residents can then forward their concerns to the Director of City Planning, who will take them into account when considering the development application. If the Director is not satisfied that community concerns have been adequately attended to, the development application may be turned down.<sup>60</sup> This process ensures that community members are engaged and invested in the development of their neighbourhoods.

Feminist critics have been overwhelmingly supportive of community involvement in land use planning decisions. Indeed, some feminists have even gone so far as to argue that professional planning with its "dominatory execution and attendant masculine values" should be replaced entirely by community-based decision making.<sup>61</sup> However, the debate over community involvement takes on different dimensions when

<sup>54</sup>Telephone interview of Marlene Bertrand, Director of the Manitoba Family Violence Prevention Program, by Megan Kammerer (27 November 2006).

<sup>55</sup>Bertrand, *ibid*

<sup>56</sup>Jimenez, *supra* note 12 at 5.

<sup>57</sup>Jimenez, *ibid.* at 5.

<sup>58</sup>*SNRF Guidelines*, *supra* note 7 at appendix.

<sup>59</sup>*SNRF Guidelines*, *ibid.* at appendix.

<sup>60</sup>*SNRF Guidelines*, *supra* note 7.

<sup>61</sup>Barbara Rahder and Carol Altilia, "Where is Feminism in Planning Gong: Appropriation or Transformation?" (2004) 3 *Planning Theory* 107 at 108.

considered in the context of women's shelters. The SNRF development process can become adversarial, divisive, and even violent when abused women are involved. As Lisa Jimenez notes, there is a "hierarchy of acceptance of different groups of disadvantaged people" which privileges seniors and the physically ill over any other type of clientele.<sup>62</sup> The City of Vancouver explains that this is partially because some groups are viewed as more threatening and less deserving of care or empathy:

While there is broad support amongst Vancouver residents for the development of care facilities for seniors, there is less sympathy and understanding for people of other ages who need similar supports. An application for a safe house for youth or a transition home for women may be met with a mixture of responses. Once a specific site has been proposed and attention is focused on a particular application, it is very difficult to have a more general discussion about why community homes are important for people with special needs.<sup>63</sup>

Leonie Sandercock adopts a similar analysis, arguing that women can take on meaning as signifiers, and that those who symbolize the breakdown of family, gender and moral orders, such as abused women, inspire fear in the community. As such, community members become obsessed with adopting a land use strategy that seeks to control such women and strongly resist accepting "disordered" or "pathologized" female bodies in their communities.<sup>64</sup>

In this context, regulatory processes that encourage public participation in the planning process function to perpetuate existing social inequalities and ought to be seriously reconsidered.<sup>65</sup> Rather than encourage positive community participation, the SNRF Guidelines pit interests of a privileged majority against the interests of abused women. This process is fundamentally flawed and serves to further marginalize abused women, who are uniquely vulnerable to some of the tactics adopted by frustrated community members. The gendered problems with a community consultation process as envisioned by the SNRF Guidelines are aptly demonstrated through reference to a well-publicized struggle over the development of a women's shelter in New York. In 2003, the New York Asian Women's Center (NYAWC) applied for permission to convert a four-family townhouse into a shelter for approximately 20 Asian immigrant women and children.<sup>66</sup> The proposed site was Carroll Gardens, an Italian-American neighbourhood in Brooklyn that prides itself on being a "quiet residential community" or an "oasis within the city."<sup>67</sup> When the New York Buildings Department advised residents about the project,<sup>68</sup> a group of about 300 individuals immediately formed a coalition designed to prevent the shelter from opening. Calling themselves the Concerned Citizens of Carroll Gardens, the group voiced several objections to the proposed women's shelter. Most of these objectives can be viewed as stemming from a belief that abused women, and especially Asian abused women, are dangerous, immoral and have values that do not conform to those of the Carroll Gardens residents. Community member Buddy Scotto, for example, objected to the shelter on the basis that it would house women who were not family oriented. According to Scotto, the Italian-American community is:

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<sup>62</sup> Jimenez, *supra* note 12 at 13.

<sup>63</sup> City of Vancouver, "Special Needs Residential Facilities," *supra* note 9.

<sup>64</sup> Sandercock, *supra* note 5 at 18-19.

<sup>65</sup> John Forester, *Planning in the Face of Power* (Berkeley and Los Angeles: University of California Press, 1989) at 101 – 103.

<sup>66</sup> Albor Ruiz, "Scared of Haven for Battered Women" *The (New York) Daily News* (9 October 2003) 10.

<sup>67</sup> The Carroll Gardens Community, "About Carroll Gardens," online: Carroll Gardens <<http://www.carrollgardens.org/report.htm>>.

<sup>68</sup> News reports contain contradictory accounts of how residents were notified and involved in this decision. Some articles even suggest that the residents were angry because they felt un-included in the decision making process. See, for example, Ruiz, *supra* note 66. The process may not have been identical to that mandated by the SNRF Guidelines. Nevertheless, the violence of the anti-shelter sentiment in Carroll Gardens can serve to demonstrate the dangers of public participation in the context of planning for abused women.

family-and extended-family-oriented people. That's the only thing they really have any confidence in. Suddenly someone next door is coming in with something that isn't a family. It's some kind of institution. If [these women are] in trouble with their husbands, where are their father, their brother, their cousins, their aunts, their uncles? Why isn't their family taking care of this?

Along similar lines, other residents were motivated by extremely racist beliefs, stating that as "these are individuals who do not communicate in English, how are they going to assimilate into our community?"<sup>69</sup> Another pressing concern related to the introduction of violence into the community. Despite the fact that NYAWC shelters had never experienced even one violent event in their fourteen year history,<sup>70</sup> residents worried that the "shelter [would] draw the batterers to the neighbourhood in search of their victims, endangering locals."<sup>71</sup> These comments position abused women as both threatening to the status quo and morally degenerate. If this reasoning is taken to the extreme, there is no place for women's shelters in the community.

In addition to making very public derogatory statements about the women's shelter, the Concerned Citizens of Carroll Gardens organized several rallies to protest the shelter, attempted to secure a restraining order against the NYAWC, and initiated a lawsuit alleging that NYAWC had failed to comply with zoning provisions.<sup>72</sup> Perhaps most horribly, however, members of the group made "publicizing the shelter's location their first priority" in the hopes that if the location was widely publicized NYAWC would no longer be able to assure the safety of the women at the site and would be forced to relocate.<sup>73</sup> The group posted both the address of the shelter, as well as a picture of the proposed site, on their website, distributed fliers publicizing the shelter's location, and threatened to take out an ad in the Asian ethnic press divulging the shelter's location.<sup>74</sup> The group then wrote a letter to NYAWC containing veiled threats, and stating that because the "confidentiality of the shelter has been breached" they should ask themselves "if private funding and public tax dollars should support an organization entrusted to protect at-risk clients when it endangers those clients."<sup>75</sup>

Due to the tactics of the Concerned Citizens of Carroll Gardens, the opening of the shelter was postponed for over six months.<sup>76</sup> The dialogue engaged in by community members opposed to the shelter was far from constructive, and tactics aimed at publicizing the location of the shelter served to endanger the lives of abused women. Even though alternative group called CG-SCAMP, or Carroll Gardens Supports Children and Abused Moms Proudly, eventually formed in order to support the proposed shelter,<sup>77</sup> the sensationalistic claims of the anti-shelter movement monopolized the debate in the press, framing the abused women as deviant outsiders who would disrupt the quiet tranquility of the community. After the shelter opened the community remained divided. The website maintained by CG-SCAMP chronicles the extent of this division; one poster writes that she was afraid for her safety in the neighbourhood due to rising tensions, while another states that he was violently "confronted" by members of the anti-shelter movement after taking down one of their signs.<sup>78</sup>

<sup>69</sup>Tara Bahrapour, "Neighbourhood Report: Carroll Gardens; A Haven for Battered Women Ends Up in the Eye of a Storm" (7 September 2003) *The [New York] City Weekly Desk* 8.

<sup>70</sup>Chaiti Sen, "Locals Turn on Asian Women's Shelter" (2004) *Colorlines Magazine: Race, Action, Culture* 18.

<sup>71</sup>Ruiz, *supra* note 66.

<sup>72</sup>Sen, *supra* note 70.

<sup>73</sup>Sen, *ibid.*

<sup>74</sup>Sen, *ibid.*

<sup>75</sup>Sen, *ibid.*

<sup>76</sup>Sen, *ibid.*

<sup>77</sup>See CG-SCAMP, "Share Carroll Gardens" online: <<http://sharecarrollgardens.blogspot.com/>> for commentary on the debate from the perspective of those "who are—if not proponents of—at least not opponents of the proposed shelter in our Brooklyn neighbourhood." More violent and aggressive events by those against the shelter, not detailed by the press, are described on the organization's webpage.

<sup>78</sup>CG-SCAMP, *ibid.*

Contributing to this atmosphere of hostility, members of the Concerned Citizens of Carroll Gardens even went so far as to initiate a neighbourhood watch in order to keep the “original” residents of the community safe.<sup>79</sup>

Sadly, a plethora of recent news articles on land use planning and women shelter development indicates that the events of Carroll Gardens are not unique. In 2005, in Worcester, Massachusetts, neighbours noisily objected to plans to locate a women’s shelter in their neighbourhood due to fears of public disorder, violence, decreased property values, and the sense that their neighbourhood was home to a disproportionate number of special needs facilities.<sup>80</sup> Similar outcries have occurred in cities in Illinois,<sup>81</sup> Georgia,<sup>82</sup> California,<sup>83</sup> Tennessee,<sup>84</sup> Michigan,<sup>85</sup> New Mexico,<sup>86</sup> and Washington.<sup>87</sup> There have been numerous NIMBY campaigns in Canada as well. In 2004, residents in Hamilton, Ontario protested a planned women’s shelter due to “loss of green space, inappropriate development that overshadowed residential homes and the city’s willingness to breach its own zoning by-laws designed to prevent the concentration of residential care shelters in any one area.”<sup>88</sup> Similarly, in Pincher Creek, Alberta, community residents engaged in a bitter and divisive struggle to block a proposed shelter.<sup>89</sup> Although these public debates revolve around different shelters in different communities, they share the same shelter-phobic rhetoric and are structured by the same flawed (mis) understanding of the place of abused women within our communities.

### **Establishing Alternative Planning Frameworks: A Women’s Shelter On Every Street Corner**

The current model of community involvement and debate contemplated by the *Zoning By-law* and SNRF Guidelines, functions to exacerbate the isolation and stigmatization attaching to women who are leaving abusive relationships. Moreover, both legal instruments are modeled on a politic that understands gender violence as beyond the scope of planning and functions to ensure that women shelters are located in low cost land away from municipal services and social ties. Sadly, this process mimics the dynamics of spousal abuse, as abusive men often exert control over their partners by isolating them from their relationships and communities.<sup>90</sup> It is clear, then, that the place of women’s shelters within the broader community needs to be re-imagined and re-theorized. I argue that women’s shelters should be a present and visible component of the city, built in all types of neighbourhoods and in all corners of urban and rural space. This will require fundamental changes to the way in which communities understand women’s shelters. As Barbara Hooper has argued, “what is called for is a disordering of the periphery and the core, the invention of a new spatiality of theoretical relationships where the long positioned as marginal, as inferior, are defined into, and in the defining rearticulate the whole into a multiplicity of parts.”<sup>91</sup> In other words, what is needed in land use planning is a “reconquest”<sup>92</sup> of public space by abused women.

<sup>79</sup>Patrick Gallahue, “Shelter Neighbors on Patrol” *The New York Post* (16 May 2004) 2.

<sup>80</sup>“Hearing offers glimpses of residents’ attitudes,” *Worcester Telegram & Gazette* (17 June 2005) A12.

<sup>81</sup>James Fuller, “Women’s shelter finally becoming a reality; Opposition from Rolling Meadows neighbours dies down,” *Chicago Daily Herald* (27 April 2003) 4.

<sup>82</sup>S.A. Reid, “Women’s shelter faces deadline on site deal Protest from church: A minister opposes shelter’s special-use permit and questions use of block grant funds,” *The Atlanta Constitution* (27 August 1998) JD05.

<sup>83</sup>Krista Olson, “Plan to convert hotel into shelter for women OK’d Beaumont planners approve the project despite concerns over security and parking voiced by some downtown business owners,” *The [Riverside, CA] Press-Enterprise* (6 August 1997) B1.

<sup>84</sup>Ed Marcum, “Meeting about women’s shelter set,” *The Knoxville News-Sentinel* (30 August 1995) N4.

<sup>85</sup>Bea Boucher, “Approvals sought for women’s shelter,” *The Grand Rapids Press* (28 July 1993) B1.

<sup>86</sup>Brendan Smith, “Shelter Location Changed” *Albuquerque Journal* (2 February 2000) 1.

<sup>87</sup>Barbara A. Serrano and Constantine Angelos, “Rice Under Fire Over Shelters—Plans Anger Some Neighbourhoods” *The Seattle Times* E1 (8 April 1991).

<sup>88</sup>Peter Van Harten, “‘Ghetto’ opponents threaten court fight,” *The Hamilton Spectator* (7 April 2004) A3.

<sup>89</sup>Telephone interview with Jan Reimer, Executive Director of Alberta Council of Women’s Shelters, (29 October 2006).

<sup>90</sup>Haaken and Yragui, *supra* note 42 at 56.

<sup>91</sup>Hooper, *supra* note 23 at 71.

<sup>92</sup>Hooper, *ibid.* at 43.

Such a “reconquest” will require community organizers to work in tandem with municipal planners. Feminist shelter organizers will need to adopt development strategies that proudly position abused women in the public sphere, rather than sequester them in private spaces. In recent years, feminist anti-violence advocates have debated the political acumen of keeping the locations of women’s shelters a secret.<sup>93</sup> The traditional belief is that if shelters are in an undisclosed location they will be harder to find by abusive partners.<sup>94</sup> In keeping with this philosophy, most shelter locations are not publicized. In fact, in many cities locations are kept so secret that “cab drivers are told not to take anyone to the address without calling first.”<sup>95</sup> Women are instructed not to divulge the location of the shelter, and may be expelled if they break this cardinal rule.<sup>96</sup> In this context of heightened security, everyday events become loaded with meaning: repairs workers cannot be let in without undergoing security checks, pizza cannot be ordered for delivery, and women traveling to and from the shelter must take extra precautions.<sup>97</sup>

Janice Haaken and Nan Yragui have criticized a theoretical model of care that rests on the confidentiality of women’s shelters, arguing that secrecy is not necessarily tied to increased security, and that the concept of hiding a victim is unique to gender violence:

In other settings where there is a history of violent threat—for example, abortion clinics—interventions generally do not include isolating victims or concealing the location of women’s services. Protection of children in situations of family abuse or school violence involve removal of youth who are either at risk or who put others at risk. But such interventions rarely include calls for creating places of sanctuary hidden from public view. Indeed, safe houses—neighbourhood sites of refuge for children—are conceived as visible spaces and as readily accessible.<sup>98</sup>

The notion that women’s shelters are safe because they are in confidential locations is illusory. A determined abuser can often locate a shelter regardless of whether or not its address is published.<sup>99</sup> Moreover, reports of violence at women’s shelters are very rare.<sup>100</sup> As stated by the director of the Kansas Coalition Against Sexual and Domestic Violence, it “is probably a misnomer to believe that a shelter can be confidential. Everyone knows that a cab driver can find booze, gambling, and the shelter.”<sup>101</sup> As such, it is time to question the assumption that shelter locations should be planned to ensure optimal secrecy.

Rather than protect the confidentiality of shelter locations, then, shelter organizers should cautiously adopt a policy that publicizes shelter addresses and locations. Such a strategy will help to effectively combat the isolation and marginalization that shelters face within the broader community, as well as diffuse some of the community opposition to shelters. The community strategy of “outing” the location of a women’s shelter to ensure that it does not set up in a particular neighbourhood loses all political force when the location is already widely publicized. Along similar lines, various members of anti-violence agencies have argued that one advantage of public shelters is that they foster “community ownership” by encouraging the the “community to buy into supporting that particular shelter. Scout groups can plant flowers. Another group

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<sup>93</sup>Pam Belluck, “Shelters for Women Disclosing Their Locations, in Spite of Risk” *The New York Times* (10 August 1997) 1; Haaken and Yragui, *supra* note 42.

<sup>94</sup>Haaken and Yragui, *supra* note 42 at 50.

<sup>95</sup>Belluck, *supra* note 93.

<sup>96</sup>Haaken and Yragui, *supra* note 42 at 62.

<sup>97</sup>Belluck, *supra* note 93.

<sup>98</sup>Haaken and Yragui, *supra* note 42 at 57.

<sup>99</sup>Although shelter addresses are not listed in the phone book, they are readily accessible on the internet and are publicized by Shelter-Net, a controversial resource which lists shelter locations so that abused women can find them (Shelternet.ca, “Making the Links for Abused Women” online: <<http://www.shelternet.ca/en/>>).

<sup>100</sup>Haaken and Yragui, *supra* note 42 at 59.

<sup>101</sup>Haaken and Yragui, *ibid.* at 59.

can paint That support also tells women that they are not alone in the community.”<sup>102</sup> Moreover, public shelters also have political significance because they make violence against women a visible issue, and effectively convey to communities that they have a responsibility to work towards ending violence against women. As stated by Tess Sakolsky of the Illinois Coalition Against Domestic Violence, “when locations are published, we know that this issue needs to be dealt with. We need to quit hiding behind closed doors and windows. We have been in private for too long; family secrets need to be pulled out.”<sup>103</sup>

This theoretical and political understanding of women’s shelters must be accompanied by fundamental changes to the *Zoning By-law* and SNRF Guidelines. First of all, the municipal by-laws governing women’s shelters must be made gender specific; rather than be grouped with other types of shelters under the SNRF umbrella, women’s shelters should be subject to their own planning regime. This would allow planners to more effectively meet the unique set of planning challenges posed by women’s shelters. For example, by-laws could stress the importance of situating shelters next to women-friendly amenities, such as daycares, parks, stores, and public transportation. Moreover, zoning by-laws could be changed so that women’s shelters are always located next to police stations, to ensure the security of the women. If zoning by-laws were used in a gender-conscious manner, they could help re-constitute women’s shelters as dynamic and integral parts of communities.<sup>104</sup>

Legal understandings of the role that women’s shelters play in a community must also be re-structured. Currently, the Guidelines structure SNRFs as a burden that must be borne by neighbourhoods, stressing that all appropriate measures will be taken to “prevent further overloading of any area of the city which, in the view of the Director of Planning, after consultation with the Director of Social Planning, has more than its fair share of special needs facilities.”<sup>105</sup> This politic implies that SNRFs cannot legitimately be considered as part of the community, and serves to place the interests of the “real” community ahead of the shelter’s inhabitants. The guideline should be re-written to stress that an ideal community is inclusive and accepting, emphasize that women’s shelters perform a valuable function that is urgently needed in all communities, and affirm that shelters have a legitimate place in neighbourhoods. Women’s shelters should not be banned from any areas of the city, and should be encouraged to develop in Gastown, Chinatown and on the west end of Vancouver. Rather than being understood as a tool designed to exclude women’s shelters from communities, the Guidelines should be conceptualized as a vehicle through which to implement just and equitable city planning, as defined from the point of view of minority and marginalized populations. The adoption of such a philosophy will have important gendered implications for women’s shelters, serving to counteract the isolation faced by abused women.

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<sup>102</sup>Haaken and Yragui, *ibid.* at 60-61.

<sup>103</sup>Haaken and Yragui, *ibid.* at 61. I am cognizant and respectful of the argument made by some shelter organizers that the locations of shelters should not be publicized in order to further a political statement. See Belluck, *supra* note 93.

<sup>104</sup>This is not to imply that domestic violence ought to be accepted, but rather that society should acknowledge responsibility for abused women and work to integrate them into the community. As long as violence against women exists, shelters need to be viewed as constituent parts of the community.

<sup>105</sup>*SNRF Guidelines, supra* note 7.

## **Conclusions**

The current land use planning regime in Vancouver presents a bleak picture for abused women. By failing to adopt a gender specific approach, both the *Zoning By-law* and the SNRF Guidelines de-politicize family violence and perpetuate the view that gender violence is a private issue that is not substantial enough to be incorporated into the public planning agenda. Moreover, the current legal tools function to isolate woman by ghettoizing shelter development and ensuring that shelters are located away from the core of cities. Sadly, the community participation process contemplated by the SNRF Guidelines further entrenches this dynamic by pitting the interests of abused women against the interests of communities in a manner that fails to account for systemic power imbalances. However, as Leonie Sandercock has argued, it is “at these fault lines of urban existence that we perceive not only the dynamism of society but also new realms of the possible, rooted in the heterogeneity of lived experience.” The gendered fissures that are evident in both the *Zoning By-law* and SNRF Guidelines expose areas for reform, and reveal ways in which the theoretical foundations of both community advocacy and municipal planning law can be shifted to better ensure that women’s shelters are celebrated as vital components of our communities.

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## Social Return On Investment (SROI) Case Study:



### Mary Dover House Investing to strengthen society

#### Fast Facts

About the YWCA: YWCA has been serving Calgary women and their families for almost a century. YWCA provides programs that help stabilize the lives of women and their children in need by supporting them to develop skills and abilities so they are able to contribute and benefit from healthy communities. Areas of focus include Domestic Violence Prevention, Homelessness & Poverty Reduction, Child & Family Intervention and Community Health & Wellness.

Web site: [www.ywcaofcalgary.com](http://www.ywcaofcalgary.com)

Subject of SROI: Mary Dover House

SROI Overview: YWCA Mary Dover House is a supported transitional housing service, which also enables residents to access job and parenting skill development through the YWCA.

Five-year weighted average SROI: \$1:\$2.70

SROI Partners: Calgary Urban Projects Society (CUPS), Victoria Order of Nurses (VON)

By the Numbers (2007):

- 253 women were residents (emergency dorm & transitional housing combined)
- 206 women accessed transitional housing
- Average stay in transitional housing was 3.7 months
- 104 children were residents with their mothers
- Of the 184 women who reported annual income, 158 (86%) reported less than \$15,000 year
- Residents accessed 3,935 hours of group and individual counseling
- 786 volunteer hours were donated by 133 volunteers

Contact:

Diane Blood  
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**"A woman shouldn't have to chose between housing and abuse."**

- Carolyn Goard, Director of Services, YWCA Calgary

#### Background on Mary Dover House

Mary Dover House provides safe and affordable housing for women and their children who are in crisis or transition. Experiencing domestic violence is often

the reason that a woman seeks shelter for herself and her family. In Calgary, many women will return to an abusive relationship as a result of the lack of affordable housing.

Mary Dover House has six on-site emergency beds and 82 transitional beds. Private and shared accommodation is provided for up to one year for women and their children, depending on need and availability. With residency, women can access the continuum of YWCA services targeted at reducing homelessness and local poverty.

#### Social Value Created

Mary Dover House residents have an opportunity to become emotionally and economically self-sustaining. As a result, their need for emergency response systems such as the police, emergency medical services (EMS) and emergency shelters is significantly reduced, if not completely eliminated.

Their families are stabilized and no longer require the involvement of child welfare. This means that essential and scarce

services such as the police, EMS etc., can be more readily available to other Calgarians in need.

Mary Dover House residents access YWCA programs that seek to develop new skills and much-needed confidence to enter, or re-enter, the workforce. Women that transition into employment become tax-payers,

thereby contributing to the provision of the essential services that they once relied upon.

Mary Dover House residents not yet ready to work move to secure and stable subsidized housing, enabling them to keep their families together. The opportunity to access Parent Link contributes to important improvements in their parenting knowledge and skill.

#### Mary Dover House Clientele

Women residing at Mary Dover House are typically unemployed or underemployed. They have experienced numerous challenges in their lives including domestic violence, sexual abuse or exploitation, addictions, mental health and physical health issues.

Many have limited education as a result of living in poverty and/or experiencing homelessness. Many homeless women

#### Theory of Change

*If women who are experiencing domestic violence have access to stable and secure transitional housing, they are more likely to recognize available support, access services, set goals to change their circumstances, and stay motivated in their quest to become emotionally and economically self-sustaining.*

Funding provided by:



Learning with:



Convened by:



access social assistance but their income remains below the poverty line and they are unable to access secure and stable housing.

Many employed women, often with children, remain in poverty and are homeless. Without secure and stable housing, steps toward greater economic and emotional self-sufficiency are even more difficult to take.

Studies clearly show the effect of poverty and homelessness on children is profound. Children who experience poverty and homelessness are at significantly increased risk of mental and physical health problems, are more likely to suffer abuse, be neglected, and ultimately to become delinquent themselves.

### Links to Essential Services

Women who come to Mary Dover House are at critical

turning points in their lives. They need individualized support to achieve the goals that they themselves have identified as essential to improving their personal and familial circumstances. Residency at Mary Dover House enables routine engagement with counselors, access to skills training and the support that is often essential to a woman who will be successful in her journey toward economic and emotional self-sufficiency.

At Mary Dover House, residents are linked to the YWCA network of services. These include individual counseling, child care, courses to develop new employment skills and parenting skills and access to individualized wellness services. 57% of Mary Dover House residents reduce their reliance upon social assistance, increase their employability, become more effective parents and are better able to contribute to their communities and to broader society.

## Calculating the SROI of Mary Dover House

There are four general profiles to describe the 206 women who were residents of Mary Dover House in 2007, and three types of success stories. Of the women who accessed Mary Dover House transitional housing, 57% moved into stable and secure housing, and achieved self-sufficiency.

### Profile One: Single Mother, Working

The first profile represents a woman who has left an abusive situation and has children. While a resident of Mary Dover House, she secures stable housing for herself and her family (average 1.5 children) and becomes gainfully employed. For every dollar (\$1) invested in women within this profile, Mary Dover House and YWCA programs create \$2.35 in social value for the City of Calgary over a five year period. More than \$45,000 is invested in each woman within profile one, an amount that reflects the cost of their residency, the skill development programs they access and the cost of their participation in Parent Link. **Table 1** on page 3 offers a detailed description of the indicators used to calculate the SROI ratio for this group.

In 2007, 15 women achieved their goals of employment and stable housing. Mary Dover House/YWCA, the Victoria Order of Nurses (VON) and the Calgary Urban Project Society (CUPS) contributed equally to each woman's progress therefore all social value totals have been divided by three. In addition, the Calgary Interfaith Food Bank regularly supplements all Mary Dover House residents' food supply with staples such as flour, sugar and a variety of canned goods.

The SROI calculation specific to profile one includes the

value created through learning skills that lead to employment in addition to the intangible value of achieving increased feelings of security, self-confidence and self-esteem. It also illustrates some of the monetizable benefits achieved by removing a woman and her children from the threat of domestic abuse and of keeping a family together.

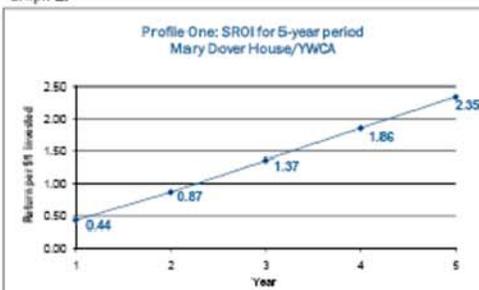
The successes of the 15 Mary Dover House residents representing profile one in 2007 have created social value by diverting the need for more than \$5.5 million in essential services in Calgary alone. These services can now be deployed to others in need.

As outlined below, the social value created has been projected over a five year period because these women would have remained in the same state of crisis or near-crisis indefinitely, had they not be-

come a resident of Mary Dover House and accessed the services offered through the YWCA, CUPS and VON. As calculated below, statistics suggest that these women will live in subsidized housing for the first two years, and then their income will be high enough such that they will no longer require housing subsidization at all.

For these 15 women, the investment made in Mary Dover House and YWCA programs in 2007 contributed to creating

Graph 1:





## SROI Case Study: Mary Dover House

\$4.8 million in social value. \$1.6 million can be attributed to the role of Mary Dover House & the YWCA.

Compared to an investment of \$684,430, the five year social return on investment (SROI) ratio grows from 1: 0.44 to 1: 2.35, which is \$2.35 of social value created for every one dollar invested.

Table 1:

Profile One: Single Mother, Working Social Value Calculation: Five Year Period (One Woman Only)						
SROI Indicators Included:	Total Value YR 1	YR 2	YR 3	YR 4	YR 5	Notes
1 Child welfare	\$27,375	\$28,059	\$28,761	\$29,480	\$30,217	only daily costs (\$50/ 1.5 children per day)
2 Police calls	\$1,875	\$1,922	\$1,970	\$2,019	\$2,070	3 calls/yr @ \$625 /call
3 Police investigations	\$3,645	\$3,736	\$3,830	\$3,925	\$4,023	3 investigations @ \$1,215
4 Hospitals - Emergency	\$840	\$861	\$883	\$905	\$927	3* \$280 per visit
5 Hospitals - 3 daystay	\$500	\$513	\$525	\$538	\$552	too low, TBC
6 EMS Calls	\$2,250	\$2,315	\$2,373	\$2,433	\$2,494	3*\$342 per call
7 Social Assistance	\$7,388	\$7,368	\$7,552	\$7,741	\$7,934	monthysupport: \$578 (1 adult 3 children) *12
8 Subsidized housing	-\$3,600	-\$3,690	\$0	\$0	\$0	LESS - \$317 (subsidized housing) * 12 - TWO YRS only
9 Total income is \$26,880. Increased income etc.	\$16,092	\$20,700	\$24,636	\$28,252	\$25,883	\$14/hr * 40 hours *48 weeks (= \$28,800 total income) LESS (-) support payments (\$10,992) increased wages to \$16 in year 2 and \$18 in years 3-5.
10 Taxes paid	\$3,737	\$3,830	\$3,926	\$4,024	\$4,125	AB- exempt on first \$5,435, and 10% on remaining = \$1,145 * Federal after \$9,600 @ 15% = \$2,992
Profile One: Single Mother, Working SROI Summary: Five Year Period (One Woman Only)						
A Social value created annually:	\$59,911	\$65,614	\$74,456	\$76,317	\$78,225	Calculated to reflect inflation @ 3.2%.
B Social value created per woman (Mary Dover House (MDH) portion):	\$10,970	\$21,871	\$24,810	\$25,439	\$26,075	Interest rate notes: Return rate approximate to a CDN 5 year retail bond return (3.2%)
C Present value of social value created per woman (over 5 years, MDH portion):	\$107,171					
D Total YWCA investment per woman (occurs in YR1)	\$45,629					
Profile One: Single Mother, Working SROI Summary: Five Year Period (15 women)						
A Social value created annually - 15 women	\$299,555	\$328,072	\$372,278	\$381,585	\$391,125	Total of above, for 15 women.
B Social value created 15 women (Mary Dover House (MDH) portion):	\$299,555	\$328,072	\$372,278	\$381,585	\$391,125	Total of above, for 15 women.
C Present value of social value created for 15 women (5 YRS, MDH portion):	\$1,607,562					Total of above, for 15 women.
D Total YWCA investment in 15 women (occurs in YR1)	\$684,435					Total of above, for 15 women.
E SROI attributed to MDH / YWCA (over 5 years)	0.44	0.87	1.37	1.86	2.35	

### Profile Two: Single Mother, Not Working

The second profile of success relates to the group of women who escape an abusive situation, secure stable housing themselves and their families (1.5 children on average), but do not immediately move into employment.

In 2007, 17% of Mary Dover House residents represented profile two and successfully moved into a more stable and secure situation. These 43 women accessed parenting skills training through Parent Link. An investment of \$619,685 was made in providing services to this group, which resulted in an SROI ratio of 1 : 4.43 or a \$4.43 return on every one dollar (\$1) invested.

The total social value created by assisting these women to move into secure and stable housing, is more than \$8.2 million. As with profile one, the social value of the achievement of the women within profile two was projected over a five year period. The

total was again divided among three partners, with the portion attributed to Mary Dover House and the YWCA at \$2.7 million.

The higher SROI ratio is a factor of the larger number of women within this profile and that these women are not accessing job skills training. The individual investment is approximately one-third of that required for profile one. The SROI calculation reflects the reality that

Graph 2:

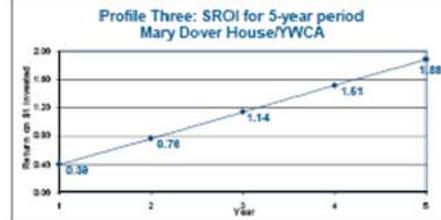


many crisis-oriented services provided by the City and Province are no longer drawn upon. It does not include increased income or taxes paid as a result of an increase in earned income. The assumption has been made that the family remains in subsidized housing indefinitely.

### Profile Three: Single Woman, Not Working

The third profile of a Mary Dover House success story represents a group of 85 women that have no dependents and demonstrate a variety of concerns that range from having experienced abuse and poverty, to health issues that range along a wide spectrum. Assisting this group to find safe and secure housing creates social value that grows from \$0.39 in year one to \$1.88 by year five.

Graph 3:



### Profile Four: Woman Not Transitioned

The life circumstances of the women who require transitional housing are complex. Despite the difficulties and hardships within their previous circumstances, not every woman will be ready to progress to the next step, even when presented with the combination of support and services offered by Mary Dover House, the YWCA, CUPS and VON. In 2007, 43% of 206 women did not successfully transition to secure and stable housing. There were 86 women within this profile and \$813,946 was invested in their efforts.

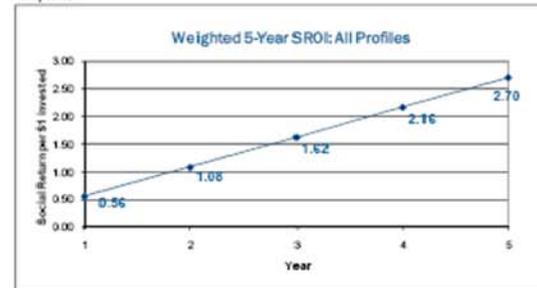
However, Mary Dover House / YWCA must be ready and able to invest in the possibility that every woman in crisis will successfully transition into profile one, two or three, in the hope of minimizing those who remain in profile four. For that reason, the cost of investing in the fourth profile has been added to the cost of investment into the first three profiles, in proportion to the number of women in each profile. That provides a more complete picture of annual investment into transitional housing, new job skills and strengthening parenting skills offered to all Mary Dover House residents in 2007.

### Conclusion

In order to portray a full picture of the social value created by Mary Dover House and the YWCA, the investment made into all four profiles has been accounted for. The investment made in the women of profile four (women who did not transition into secure and stable housing) has been added to the amount invested to achieve the successes of profiles one, two and three.

As the three profiles of women are different, the 5 year SROI ratios are 2.35, 4.43 and 1.88 respectively. The weighted average of SROI ratios across the three profiles of women transitioned to secure and stable housing in 2007 through Mary Dover House is 2.70.

Graph 4:



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