Brock Mission Evaluation Report

By Charmaine Brett & Benjamin vanVeen

Executive Summary towards completion of the Brock Mission Service Evaluation project for:
Bill McNabb at Brock Mission
Supervising Professor: Prof. Daniel Powell, Trent University
Trent Centre for Community-Based Education

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Abstract:

Any organization that provides services to a client must look inwardly in order to assess its relevance and effectiveness. Now open for fifteen years, the Brock Mission serves clients from in and around Peterborough whose lives are in need of support and guidance. The Brock Mission's work, therefore, is important to those in need of its services as well as to the community as a whole. To that end, this evaluation aims to look within the Brock Mission in order to assess the effectiveness and implementation of its programs within Peterborough.

Within the time period where was an interview with Bill Mcnabb to collect historical data, two interviews at Kingan House with Resident Care workers, and a focus group interview with the residents. At Cameron house there were two interviews with Resident Care workers, and a focus group interviews with the residents. There was also an interview conducted with the Outreach worker. Finally, there was a quantitative analysis done involving the residents rate of return to Brock Mission.

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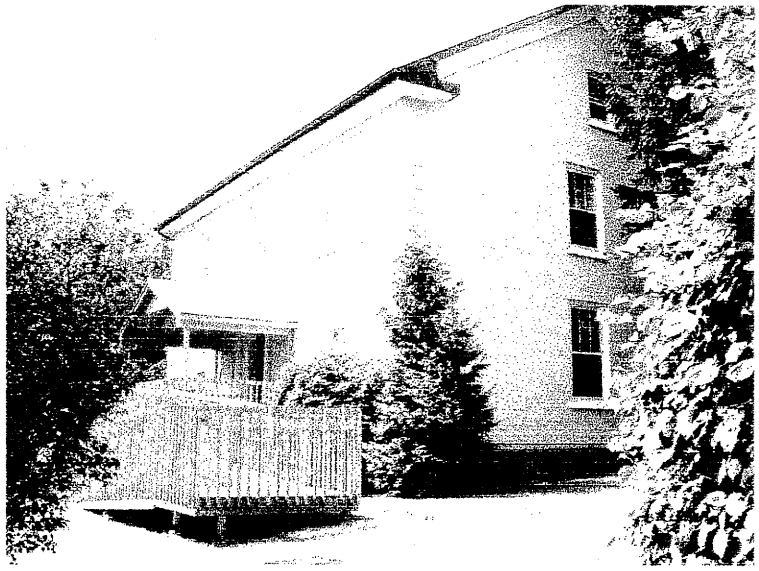

Charmaine Brett
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Trent University
April 22nd, 2002

ACKNOWLEDGMENTS

From the beginning to the end of this evaluation process there were numerous people who aided us in fulfilling our obligations in the most expedient and professional manner.

First and foremost we would like to thank the staff and residents of both Kingan House and Cameron House. While we had never visited the Brock Mission prior to beginning our research we were made to feel at home and at ease upon our first visit. In terms of providing the requested information and in setting meeting and interview times, the staff was helpful and flexible. The interviews with residents at each house could not have taken place if staff and residents had not come together. In that respect, we would like to specifically thank those residents that did take time to work with us. The Brock Mission aims to provide a friendly, family atmosphere for its residents. We would like to extend our thanks for inviting us into that family over the past three months. We are both now just a little more functional.

This evaluation could also not have been completed without the instruction of our professor, Daniel Powell, and the guidance of classmates. Helpful suggestions concerning methodologies, planning, and execution of ideas were provided by both parties, and for that we are grateful. Fourteen heads are better than two.

Finally, we would like to acknowledge the Trent Centre for Community Based Education. Without this institution's dedication to connecting Trent University with the community at large, we would not have had the opportunities awarded by the experiences found in conducting this evaluation. Oh, and thank you for creating more work for us students.

Sincerely,

Charmaine Brett

Benjamin vanVeen

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EXUECUTIVE SUMMARY

Any organization that provides services to a client must look inwardly in order to assess its relevance and effectiveness. Now open for fifteen years, the Brock mission serves clients from in and around Peterborough whose lives are in need of support and guidance. The Brock Mission's work, therefore, is important to those in need of its services as well as to the community as a whole. To that end, this evaluation aims to look within the Brock Mission in order to assess the effectiveness and implementation of its programs within Peterborough.

The services at the Brock Mission consist of Kingan House, an emergency shelter for men ages 16 and up, which accomodates up to thirty men. The Luncheon Program is available five days a week. It serves men, women, and children usually 50-80 daily. The festive dinners at Easter and Christmas usually feed up to 200 people. The second shelter, Cameron house, is an emergency shelter for women and children that currently has 15 beds. There is also an aftercare outreach program that offers follow-up support for those leaving the mission. Finally, there is also a Community Chaplaincy program that gives support and integration services to people leaving correctional facilities.

The evaluation team consited of Benjamin vanVeen and Charmaine Brett. The gender composition of the team was beneficial in dealing with the Men's and Women's shelters.

Both evaluators went to all the interviews together. They rotated asking the questions and taking notes. All interviews were tape recorded except the focus group discussions with the residents.

The Evaluation began on Jan 27th, 2002 and was completed on March 18th, 2002. Within this time period there was an interview with Bill Mcnabb to collect historical data, two interviews at Kingan House with Resident Care workers, and a focus group interview with the residents. At Cameron house there were two interviews with Resident Care workers, and a focus group interveiws with the residents. There was also an interview conducted with the Outreach worker. Finally, there was a quantative analysis done involving the residents rate of return to Brock Mission.

The Methodology consisted of: In-depth interviews, focus group interviews, questionnaires, informal interviews, observation, visits, review of documentary material, quantitative data collection, and historical research.

Based on the research conducted there were three main recommendations suggested to the Brock Mission:

- **COMMUNICATION**

  All employees felt that communication between the both Cameron House and Kingan House was weak. If communication were increased there would be an overall improvement in achieving the Brock Mission's mandate.

  All employees at the Brock Mission should strive to implement stronger communication between the two Houses. The new Resident service worker position beginning April 2002 will specifically be focused on improving communication.

A stronger communication base could be established if there were reports written by employees, on current activities and problems and the biweekly presentation of findings to other employees. These duties could rotate between staff of the Brock Mission.

- **ACQUISITION OF AN OUTREACH WORKER FOR CAMERON HOUSE**

  It was felt by both employees and residents that there should be an outreach worker hired specifically for Cameron House. Right now it appears that whenever possible, the resident care workers are trying to fulfill the obligations of an outreach worker. This means that less time and energy is spent on the defined duties which have also been established for the residents benefit.

  A volunteer could be brought possibly once a month to do some outreach activities at Cameron House. This position would have to be defined by a resident care worker, or the executive director. Another possiblity is that a new outreach worker could hired by the Mission.

- **FORMAL TRAINING**

  All staff members at the Brock Mission have informal training in the form of work experience. If staff were to have formal training there would be an increase in efficiency and service effectiveness, which would further the mandate goals.

  These training sessions would have to be specific types of formal training. This would include CPR, conflict management, and training in psychological issues. This training will help the resident care worker identify and seek appropriate help for the person in need. This training will help the long-term goal of reducing the return rate of people coming back to the Mission.

Many people have had their lives drastically improved by the facilities offered by the Brock Mission. The Brock Mission's work has been effective in providing emergency/crisis shelter, food, clothing and support to people in the Peterborough community who are in need. This establishment also helps the fiancially and socially disadvantaged people become an integral part of the Peterborough community. These services could be inhanced if there was an increase in communication, an outreach worker for Cameron House, and formal training provided for the staff.

The evaluators have both witnessed the positive effect the Brock Mission has had on the residents and the community. The future growth of this organization will depend on the funding it recieves from the community and the government. Despite the small staff and limited facilites the Brock Mission offers all its residents love, support and hope for a better tomorrow.

INTRODUCTION

1.1 OVERVIEW OF BROCK MISSION

Incorporated in April of 1987, Brock Mission served Peterborough as a shelter at Kingan House, catering to males aged sixteen and over. Since its inception, Brock Mission has increased its services greatly in order to attend to a wider range of needs. A separate shelter, named Cameron House, for women and their children, opened on Chemong Boulevard in 1996. A lunch program serves lunch from Kingan house five days a week, and an outreach worker aids those staying at Kingan house in the process of finding housing and work within Peterborough. Further subsidiary services are offered within these mainstay services. These subsidiaries will be discussed in detail later as reported in the activities of each shelter. The Brock Mission is a Christian, non-denominatinal, non-profit orgainzation. It is a federally registered charity # 11921 7388 RR0001.

While it is possible that this increase in services may be attributable to a direct response to increased needs brought about by burgeoning usage rates, it is more probable that the Brock Mission's growth of offered services is in direct correlation to its continued growth towards fulfilling its mandate. In short, the Brock Mission's mandate, according to Bill McNabb, is that, "we're really about filling the gaps". Officially, their mandate is as follows:

- To provide emergency/crisis shelter, food, clothing and support to those in our community who find themselves in need, and to provide links with existing community services
- To continuously improve our operations to cover non-existent services to those who are in extreme poverty and homelessness, as needs are recognized
- To offer opportunities to the financially and socially disadvantaged to become integral parts of our community

It is apparent, therefore, that the mandate of Brock Mission aims at growth, for those it serves and also for the agency itself. To that end, the Mission continues to provide its current services while aiming to introduce new services that will more successfully fulfill its mandate.

1.2 ACTIVITIES AT BROCK MISSION

Program	Responsibilities
Kingan House	- Emergency shelter for men - Accommodates up to 30 men - Ages from 16 years + - Offers food to residents - Outreach services; to find new housing, work opportunities. - Resident care workers; offer encouragement, offer assistance with problems (addictions/personal issues) - Follow up visits - This shelter is open seven days a week, twenty-four hours a day, all year round. Holidays are the most critical time for the shelter to be functioning, as it is the time when everything else is shut down.
Cameron House	- Emergency shelter for women with children - Currently has 15 beds - Children from 0-15 and women 16 years + - Resident care workers; offer encouragement, offer assistance with problems (addictions/personal issues) - This shelter is open seven days a week, twenty-four hours a day, all year round. During the holidays is the most critical time for the shelter to be functioning, as it is the time when everything else is shut down.
Clothing, Laundry/Showering	- This program is offered to residents at the Brock Mission and to people who simply need assistance.
Advocacy and support	- This is done throughout the Peterborough community
Luncheon program	- This is offered five days a week for women, men and children. This program feeds 50-80 people daily.
Festive dinners	- This program is offered on holidays and has normally fed up to 500 people
Community Chaplaincy	- This program offers support and integration services for those who are leaving correctional facilities
Aftercare and Outreach	- This follow up service, or support is offered to people after they leave the Mission.

1.3 BROCK MISSION AND THE COMMUNITY

The Brock Mission needs the support of the community in order to fulfill its mandate. If people show up at the mission intoxicated by drugs or alcohol they need to be directed to a place that will treat them with the appropriate care. This is the same for people with other psychological problems. The Brock Mission has to be in constant contact mental and physical health, housing, and job programs. These connections are all mainly obtained through the outreach worker.

1.4 STAFF STRUCTURE

For the purposes of this evaluation, it is important to understand the staff structure of Brock Mission. While the Board of Directors is comprised of volunteers, paid staff receive $9.35 per hour.

THE BOARD OF DIRECTORS

The Board of Directors meets once a month to review the operations of Brock Mission. Items discussed include budgeting, financial support, objectives, staff and resident issues, and any other issues involving Brock Mission that may have arisen in the past month.

THE EXECUTIVE DIRECTOR

This position, filled by Bill McNabb, is in place to oversee the day-to-day running of Brock Mission. Responsibilities include liaising with the Board of Directors and the Resident Care Workers and the public. This is a paid position.

RESIDENT CARE WORKERS

There are three resident care workers employeed full time at both Cameron House and Kingan House as well as 4-6 partime employees between houses. This duties consists of working directly with residents of the Brock Mission. The jobs which these staff are required to perform are;

- Admitting new residents
- Shift supervisor
- Bed checks
- Informal counseling
- Maintenance of building
- Cooking
- Establishing personal care plans
- Administering first aid
- Working with the Executive Director on Problems with specific residents
- Following up on Personal Care Plan objectives
- Meeting with support staff
- Maintaining the safety of the residents

OUTREACH WORKER

This position is filled in order to fulfill those services offered by Brock Mission which aim to reintegrate residents of Kingan House back into the community. Therefore, this staff member works to find affordable housing, link clients with specific needs to appropriate landlords, aid in finding job opportunities, and to act as a liaison between Brock Mission and the poor of the community. This staff member also works to follow up with those who have left the shelter and, when time permits, to work as much as possible with those at Cameron House. The duties include;

- keep relations up with people downtown on the street
- help out with office work
- find housing for residents

- support people by doing follow up visits
- help residents with financial activities

VOLUNTEERS

The volunteers at Brock Mission run the lunch program. Every day they come in and help serving the food. Currently there are thirty-five volunteers at Brock Mission yet it would be helpful to have more.A volunteer training program would help organize this development.

1.5 FUNDING

The annual budget for Brock Mission is $500,000. While Brock Mission does not receive any regular ongoing funding directly from the Federal or Provincial Government, there are various resources through which Brock Mission does attain the money necessary to continue its services. These funding resources are as follows:

PER DIEMS

It is estimated that the cost for a twenty-four stay at Brock Mission is $100. Each day that a client stays at Brock Mission, the municipality provides a per Diem of $35. This includes money for a personal needs allowance of $3.73 per day which is administered by Brock Mission. The per diem is only payed if the individual qualifies for assistance, meaning those who qualify for the Ontario Works Program. However, the resident's stay is supported by the per Diem until they are deemed ineligible for the Ontario Works Program. In any case the resident is usually covered by the municipality for a minimun of five to six days.

The Brock Mission recieves most of its food from the Kwartha Food Share. The rest of the food is donated on an individual basis.

SUPPORTING COMMUNITY PARTNERSHIP INITIATIVES (FEDERAL) & PROVINCIAL HOMELESSNESS INITIATIVE FUNDS (PROVINCIAL)

These funds are given as one-time initiatives. However, while Brock Mission has received such funds in the past, it no longer fits into the Community Plan.

SPECIAL GRANTS FUND OF THE CITY OF PETERBOROUGH

A motion passed by City Council decreed that Brock Mission would automatically receive $10 000 ($5 000 per house) from this fund every year. This money does not have to be applied for however it was not received last year. This lapse is seen as a municipal glitch and should be remedied.

PRIVATE DONATIONS

Two thirds of Brock Mission's income is received from this source. Donations are accumulated from such sources as local businesses and individuals.

1.5.1 BUDGET FOR THE FISCAL YEAR APRIL 1ST 2001 TO MARCH 31ST 2002

Revenue	
Total Revenue:	$538,288.65
Expenses	
Total Administrative: Expenses	$113,450.00
Total Food Services: Expenses	$29,100.00
Total Kingan House: Expenses	$198,350.00
Total Cameron House: Expenses	$152,600.00
Total Outreach Expense:	$39,000.00
Total Student Advisory: Project Expenses	$30,788.65
Total Income:	$538,288.65
Total Expenses:	$563,288.65
Net Surplus/Deficit:	-$25,000.00

1.6 OBJECTIVES / GOALS OF BROCK MISSION

Short term Program Objectives	Indicators	Means of Verification
1. Stablize services	- Increase salaries of Staff (for equivalent or comparable positions staff at Brock Mission is being paid 40 % lower than other places.) - Mission will be able to handle the increase of people coming for help.	- Reports - Data collection
2. Volunteer Training Program	- Volunteers will be able to better deal with situations and receive support.	- Program will begin

Long term Program Objectives	Indicators	Means of Verification
1. Enhance/ Broaden services	- More beds - Special care beds - Residents able to stay longer	- physical evidence
2. Drop In Center	- place where there is crash beds for people under the influence of alcohol	- New building

1.7 ACHIEVEMENTS/MILESTONES OF BROCK MISSION

- The Mission has been open for 24hr/day, 365 days a year for 15 years, thus it has never been inaccessible.
- Kingan House was established at a time when homelessness was not a recognized issue. This building was purchased without any tax dollars.
- Cameron House: renovated, paid for without tax dollars. Money was raised by private sourses.
- Services go beyond providing a bed, offer support that matches individual needs, using the resources available.
- Strong community support, and strong donor base.
- The full time staff are stablized, meaning a low turn over rate.

1 EVALUATION PROFILE

2.1 THE PURPOSE OF THIS EVALUATION

Any organization that provides services to a client must look inwardly in order to assess its relevance and effectiveness. Now open for fifteen years, Brock mission serves clients from in and around Peterborough whose lives are in need of support and guidance. The Brock Mission's work, therefore, is important to those in need of its services as well as to the community as a whole. To that end, this evaluation aims to look within the Brock Mission in order to assess the effectiveness and progression of its programs within Peterborough.

2.2 TERMS OF REFERENCE

- The purpose of the Evaluation is to look at the effectiveness, and efficiency of the services offered at Brock Mission. Specific attention will be paid to the Kingan House and Cameron House.
- Methods are: In-depth interviews, focus group interviews, questionnaires, informal interviews, observation, visits, review of documentary material, data collection
- Time Table
- A report will be produced and presented by Charmaine Brett, and Benjamin Vaveen.
- Any expenses will be covered by Brock mission
- The information will be confidential and the report belongs to Brock Mission

2.3 EVALUATION TEAM

The evaluation team consisted of Benjamin vanVeen and Charmaine Brett. The gender composition of the team was beneficial in dealing with the Men's and Womens shelter.

2.4 ROLE OF EVALUATORS

- The evaluators shared the data collection responsibility equally. We both went to all the interviews together. We would rotate who would ask questions and who would write notes, all interviews were tape-recorded except the focus group discussion with residents.
- When conducting the focus group interview at Kingan house (male shelter) the male evaluator asked the questions.
- When conducting the focus group interview at Cameron house (womans shelter) the female evaluator initiated the conversation.
- The data analysis was conducted together.

- The report writing task was divided up, and then edited by both.

2.5 METHODOLOGY

While conducting the evaluation certain tools were used to gather information, these tools were specifically choosen to meet the conditions and needs of the evaluation. These tools are listed and described below.

Historical Research

This information allowed the evaluators to learn basic background information. This was a necessary step in focusing the evaluation. This information was found on the internet, through informal conversation, and from baseline data provided by Bill Mcnabb.

In depth Interviews

These interviews gave the evaluators background information, allowing them develop an understanding on the context of the evaluation. These interviews served as an important part of our qualitative data. We asked experience and behaviour questions, opinion/belief questions, feeling questions, knowledge questions, and background/ demographic questions.

Focus group Interviews

The aim of this exercise was to formulate a collective response, and to develop differences of opinion. This was an excellent tool for establishing basic information to help further the investigation. This method also allowed the residents to feel comfortable, and have an easy conversation with the evaluators.

Observation

This was an effective tool as it allowed us to see first hand the setting, activities, participation, and gave our perspectives some meaning.

2.6 TIME LINE FOR FIELD WORK

Jan 27th – Initial meeting and draw up TOR

Jan 31st – Meet with Bill Mcnabb to go over TOR

Feb 7th – Interview with Bill Mcnabb

Feb 19th – Focus group interview with residents at Kingan House

Feb 12th – Interveiw with resident care worker at Kingan House

Feb 22nd – Interview with outreach worker

Feb 25th – Focus group interview with residents at Cameron House

Feb 28th – Mid way meeting with Bill Mcnabb

March 1st – Interview with resident care worker at Cameron House

March 5th – Interview with resident care worker at Cameron House

March 18th – Board meeting at Holiday Inn with Board of Directors

March 19th – Meet with Bill to go over preliminary conclusions

March 25th – Present report to Bill Mcnabb

3 QUALATITIVE DATA FINDINGS AND ANALYSIS

3.1 RESIDENT CARE WORKER INTERVIEWS

Two resident care workers were interviewed from each shelter. The following information was found in these interviews.

What are your goals and objectives?
- Make the residents feel important
- Increase residents self worth and self esteem
- Build residents self esteem
- Give love
- Help the residents to set a positive life course

What would help you further your goals at Brock Mission?
- More staff training
- More funding
- Access to more resources
- Another Outreach worker specifically for Cameron house

Do you feel the Brock Mission is achieveing its Mandate?
- Yes, absolutely

Do you feel the Brock Mission is helping to solve the homeless problem in Peterborough?
- Yes and No, about 40% are being helped
- It depends if the people want to fix their problems
- Yes, absolutely

What are the Strenghts of Brock Mission?
- It is open 24hrs, 7 days a week, 365 days a year
- Workers are concerened with each person
- People love their jobs
- It has a caring atmosphere
- There are excellent meals

What are the Weakeness of Brock Mission?
- Funding
- Communication
- Staff Training
- Size, people are being turned away

3.2 FOCUS GROUP INTERVIEW WITH RESIDENTS AT KINGAN HOUSE

There were three people who showed up for this focus group. Two residents were around the age of 22, both were very cooperative. The third resident was about 35 years old, who had been to many shelters throughout Ontario.

How did you hear about Brock Mission?
- Phone book
- Word of mouth on the street

Has the house been easily accessible to you?
- Yes

Have there been any problems with your stay at Kingan House?
- Rules are to tight
- Others no problems

Have the Staff been responsive to your needs?
- Housing is always posted on a board
- Staff is friendly and supportive to your needs

Have you ever felt unsafe?
- No
- Possessions are not secure

How would you improve the facility?
- Make the curfew later
- Give staff training on psychological issues
- Change the drinking policy

What do you like about the Kingan House?
- Food
- Ping pong

What do you not like about the Kingan House?
- Lack of privacy
- Religious element
- Time limit on stay is not long enough
- Have to leave during the day time

3.3 FOCUS GROUP INTERVIEW WITH RESIDENTS OF CAMERON HOUSE

Three separate interviews were conducted with three residents of Cameron House on January 25th. The following are the combined answers given by the interviewees to each question.

How did you hear about Brock Mission?

- I found the Mission 16 months ago through my own research when my 2 baby daughters and I needed temporary housing. We were here for 17 days before moving into our own house.
- From my mother
- From an agency in Calgary. Someone who had stayed here has started the same type of house in Calgary.

Have you had problems getting to and from Cameron House?

- Staff volunteers to help residents get to and from important appointments etc. The Mission paid for me to get from the hospital to here in a taxi.
- No
- No. It is $5 by taxi from the bus station. I also have a bus pass and can walk.

Do you find that Cameron House has met a reasonable expectation of living?

- All expectations of living are met and the staff here are flexible
- I would like a longer stay, but it helps because she can stay with her child
- Clean, good meals. Standards can change with the residents.

Have there been any problems with your stay at Cameron House?

- None
- No problems
- No

Has the staff been helpful and responsive to your needs?

- The staff is accessible and helpful. If you are willing to relate your needs to them they are willing to try and meet all your needs
- The staff can't help too much, as the only thing I need is a babysitter.
- Yes

Have there been new housing opportunities, or work opportunities given to you?

- Housing opportunities and encouragement from the staff is available for the taking. I've never seen any work opportunities presented however the classifieds are available.
- No
- Yes. Within the first day we were directed where to go.

Have you ever felt unsafe?

- Absolutely not
- No
- I have heard bad stories. No personal safety issues but it is not a secure house.

Is there any way you would improve the facility?

- No
- Too many staff. Staff should be here just to take care of things. It feels like you have a babysitter.
- Budget for food so that in times of need when food levels are low we don't get the same food for a week.

What do you like about the Mission?
- Cameron House is a safe warm place to be. It is not in any way unbearable and the staffs are truly helpful and compassionate. Everyone has their own space.
- Good home environment

What do you not like about the Mission?
- It is hard to find a babysitter
- That it is run entirely in donations.

3.4 INTERVIEW WITH THE OUTREACH WORKER

How long have you worked at Brock Mission?
- Since September 1999.

What training do you have? I.e. depression counseling, identifying social and mental illnesses
- I went to Bible college

What are your duties?
- Go downtown to talk to people on the street
- Help out in the office
- Find housing
- Make and post a housing list
- Support people in the community (follow up)

Do you record your activities?
- No

Are there certain people you go to in order to find housing?
- I have a good relationship with quite a few landlords
- I match certain people to certain landlords

Do you feel there is enough low-rent housing in the Peterborough area?
- Peterborough needs more rooming houses
- Most residents can't afford an apartment

Do you always have to actively search for affordable housing or do you sometimes receive tips or calls from those willing to house someone from Brock Mission?
- I get calls from landlords

What do you feel is the rate of those who have used the mission and then found housing and thus no longer need to sleep at the shelter?

- About 30%

Have you ever felt unsafe working for the Mission?

- A couple times on the street dealing with drug addicts

If yes then what safety precautions are undertaken?

- I carry a cell phone
- I don't think a self-defense course would help
- I still need first aid training

What is the worst experience you have encountered at Brock Mission?

- I fished a couple of guys out of a creek one night

What are your goals/objectives as an outreach worker?

- I'd like to see work programs going
- Have a volunteer program
- Build confidence among residents

What would help you to further your goals?

- Money
- Training in a course specifically for dealing with the homeless

What is the one thing you would change to improve your job at Brock Mission?

- Reduce tension between agencies
- Be able to send residents to other agencies that fit their needs

Do you feel that the Brock Mission is successful in achieving it's mandate?

- The Mission does give shelter and helps to find housing
- We could do better in stabilizing peoples' lives

Do you believe it is helping homeless people solve their problems or simply providing a bed?

- We do help solve problems
- We have time to get down to the individual problems
- We build trust

What are the steps taken to ensure someone is able to successfully integrate into a state of self sufficiency?

- Gaining access to Ontario Works to get money
- Establish a relationship through counseling
- Set up the resident with services

What are the strengths of Brock Mission?

- Always give a second chance
- We don't judge people by their mistakes

What are the weaknesses of Brock Mission?

- Short of staff which inhibits interaction time per resident

- Too soft on some people

3.4.1 Observations

- This position involves varied skills (ex: interpersonal, conflict management, maintaining connections.)
- A low turnover would improve the effectiveness of this position.
- The outreach worker position is perhaps the most dangerous as he is dealing with people who are outside the stabilizing atmosphere of Kingan House.
- Cooperation between agencies in the area would greatly improve the effectiveness of the outreach worker as more links could be made.
- The services offered by Brock Mission are enhanced and more complete as a result of the outreach worker position.
- While already an important fixture of the Mission, proposed objectives and future programs of Brock Mission involving increased follow up and having family shelter units would increase the integral nature of the outreach worker.

3.5 Constraints with Qualitative Data Collection

Resident Care Worker Interview
- It was hard to get any critical feedback. All of the employee's wanted to say only good things or the obvious problems.
- There were interruptions. Given the nature of their job it is hard to find time to delegate for an interview.

Outreach Worker Interview
- Again it was difficult to get any critical information from the outreach worker.

Focus Group Interview at Kingan house
- It was difficult to get residents together.
- It was also difficult to have a good sample of residents.
- Some residents seem to use it as a venting session.

Focus Group Interview at Cammeron House
- Again it was difficult to get a good turn out.
- Some of the women were intimidated by us coming.

Questionnaires at Kingan House
- Were answered with Yes/No answers.
- Eid not appear to be taken seriously.
- The results are not going to be used for the evaluation.

Questionnaires at Cameron House

- There was only one completed and it was done well.

3 QUANTITATIVE DATA

The data for the following twenty anonymous residents was collected as a random sample from files at Brock Mission. This data was used as an analytical tool and formed the data pool that was used to construct the following charts.

4.1 ANALYSIS OF QUANTATIVE DATA

A) The above data reveals that the average length of stay at the Brock Mission is 8.92 days.

This number may suggest that Brock Mission is working as a service that not only provides a bed but which also provides the necessary means to reintegrate into a life living without assistance. An average stay of just over one week is by no means a long time. The fact that from this sample 30% of the residents only lived at the Brock Mission once while 45% only returned between one and three times supports the validity of this average as an indication that Brock Mission's services that are aimed at reintegration are working.

B) The longest stay was that of resident sample number sixteen, who stayed at Brock Mission for 54 days between the 15th of February, 2000 and the 10th of April, 2000. The usual allowed days of stay at Kingan House is 42 days, or six weeks. From the above data, there were three instances, or 0.04% of the total number of stays, where a resident stayed for longer than six weeks.

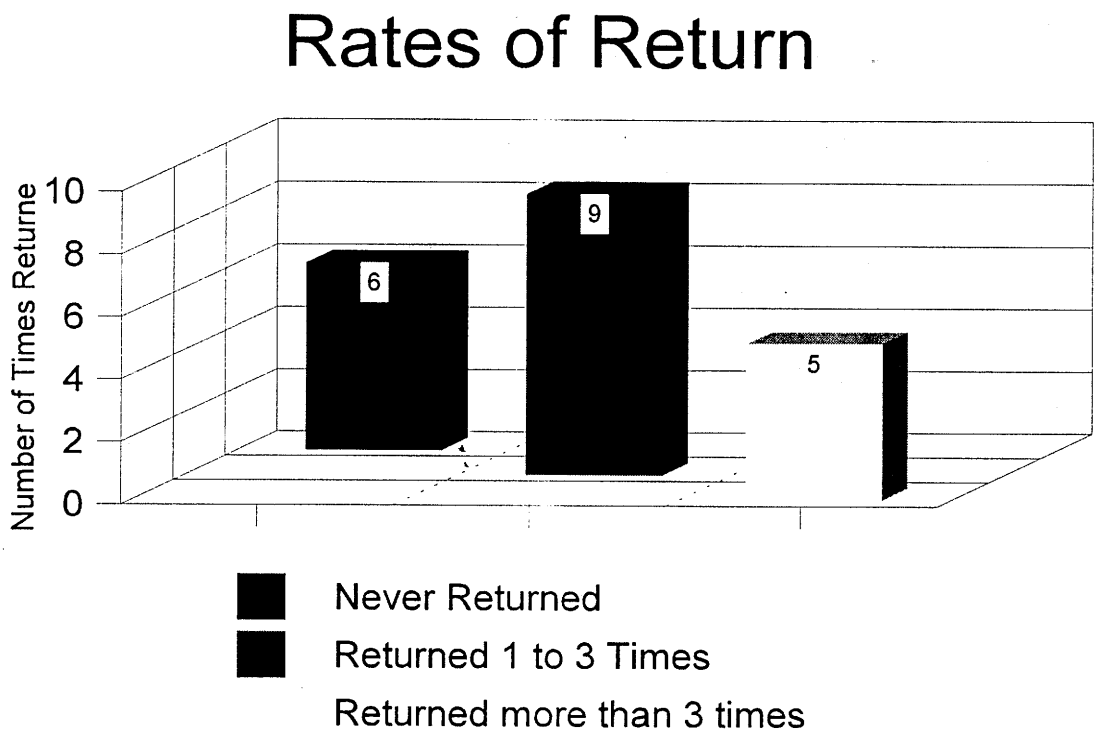
These numbers are an obvious indication that the services offered by Brock Mission do not work for everyone. There are various reasons why this may be. A resident may have too many prohibitive problems, such as alcoholism or a mental disability, to live alone and find work. Also, a resident may not work hard enough to find housing and employment. In other words, the services offered are only as powerful as one's willingness to achieve independence from Brock Mission. These numbers also show that Brock Mission is sometimes flexible concerning the allowable length of any one stay.

C) Out of the total number of stays, 48 of them passed over zero rent dates (the 1st or 15th of a month), 18 of them passed over one rent date, 5 of them passed over two rent dates, and 3 of them passed over three rent dates. Out of the total number of stays, 15 (20.2%) of them started one day before, the day of, or one day after a rent date. Out of the total number of stays, 16 (21.6%) of them ended one day before, the day of, or one day after a rent date.

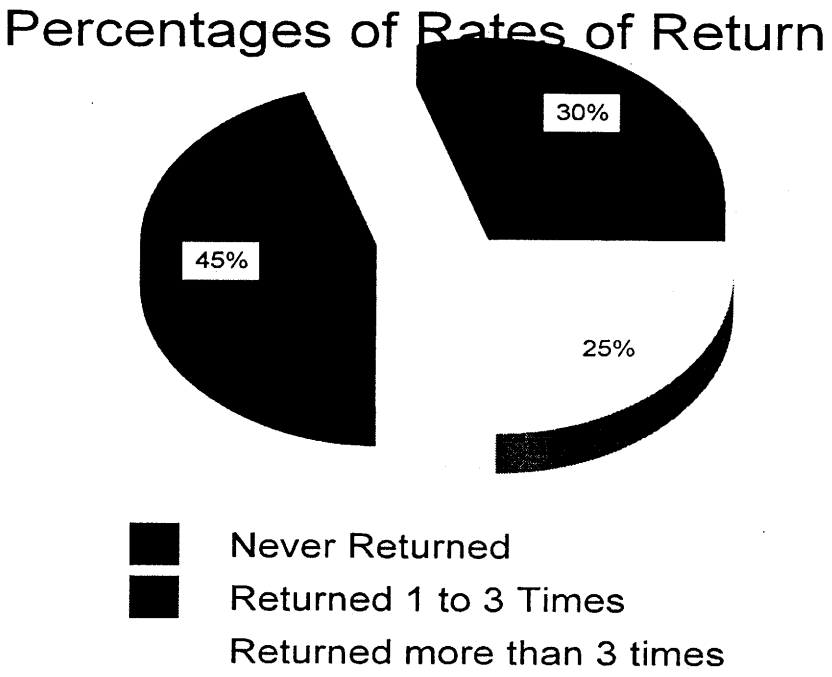
These numbers are significant as they reveal how many chances the residents had to find housing that would come up for rent at either the beginning or in the middle of the month. While a large proportion of the stays did not pass over a rent date, this fact is not necessarily negative. It could be that the resident only stayed for one night, as was the case for 23 (31.1%) of the stays. Also, if a resident was evicted from or left a rented living space on one rent day and found another place to rent by the next rent date, a rental date would not be passed over but the efficiency of the resident and Brock Mission's services would be highlighted here.

The following charts visually represent the key findings taken from the quantitative data.

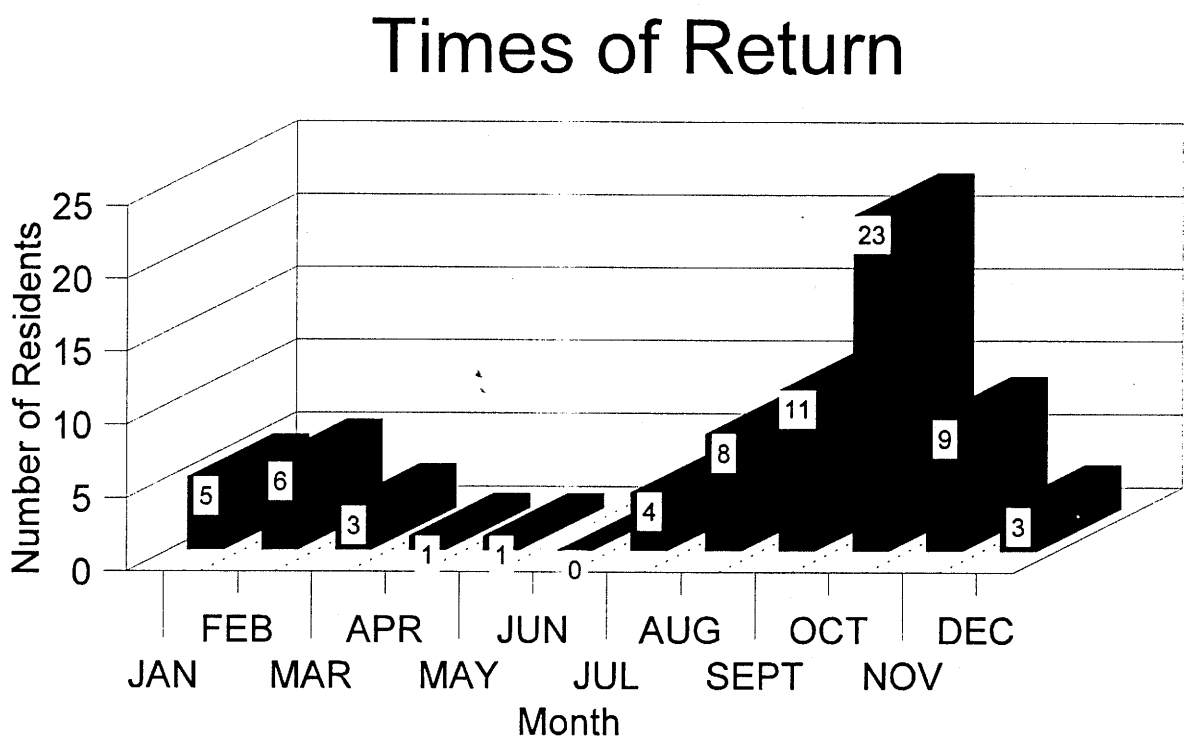
4.2 CHART #1



3.3 CHART # 2


Percentages of Rates of Return
30%
45%
25%
Never Returned
Returned 1 to 3 Times
Returned more than 3 times

1.1 CHART #3


Times of Return
Number of Residents
25
20
15
10
5
0
5
6
3
1
1
0
4
8
11
23
9
3
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEPT
OCT
NOV
DEC
Month

5 RECOMMENDATIONS

Based on the research findings there have been three key recommendations devised.

5.1 COMMUNICATION

- All employees feel that communication between houses is weak.
- At this time, there is only communication through fax and phone. There needs to be more information flowing between the two shelters.
- Improving communication would increase efficiency

This recommendation should be implemented by the new service coordinator position being brought into Brock Mission. This position will enable a flow of communication through the houses.

A stronger communication base could be formed if there were reports written by employees, on current activities and problems and the biweekly presentation of findings to other employees. These duties could rotate between staff of Brock Mission.

5.2 ACQUISITION OF AN OUTREACH WORKER FOR CAMERON HOUSE

- It was felt by both employees and residents that Cameron house would be much more effective if there was an outreach worker there.
- Right now it appears that whenever possible the resident care workers are trying to fulfill the obligations of an outreach worker. This means that less time and energy is spent on defined duties while residents do not benefit fully from the effort.
- It would be beneficial for Brock Mission to have a program set up to organize the volunteers to work in the shelters. The residents may prefer to talk to a friend rather than to staff.

A volunteer could be brought in possibly once a month to do some outreach activities at Cameron House. This would require that a current employee create a volunteer position so that there is a defined role for the volunteer worker.

Another possiblity is that a new outreach worker is hired on by the Mission and there is then an outreach worker for each house.

5.3 FORMAL TRAINING

- While it is true that all staff of the Mission do have informal training in the form of work experience, efficiency and service effectiveness would increase with formal training in certain areas

These training sessions would have to be specific types of formal training. This would include CPR, conflict management, and training in psychological issues. This training will help the resident care worker identify and seek appropriate help for the person in need. It will help the long-term goal of reducing the return rate of people coming back to the Mission.

6 CONCLUSION

Brock Mission is in place to fill the gaps in services needed and utilized by the homeless and needy of Peterborough and the surrounding area. While such an undertaking is a noble one, it is only effective if the services provided are effective in fulfilling a stated mandate. Therefore, this evaluation is intended to gauge to what extent the Brock Mission is making a difference in the lives of those it serves.

Judging by the shear numbers of people who use Kingan House and Cameron House as a place of residence and by the number of people who are fed by the lunch program, there is a definite need for an organization such as Brock Mission and its services in this area. Through the research conducted it was found that the Mission has been successful in fulfilling its mandate in the sense that it is providing emergency shelter, food. It has also been successful in offering opportunities to the financially and socially disadvantaged to become integral parts of the community. The third point of the Mission's mandate is to continuously improve its operations to cover non-existent services. Our research has found that this mandate is being fulfilled yet could be more extensively engaged if the key recommendations of this evaluation are taken into consideration and acted upon.

Brock Mission has continually progressed in a positive direction towards realizing all goals. Such progression has not always been swift yet momentum exists none the less. An important catalyst of this progression has been innovative and ongoing idea development that, with an increase in funding and the aid of time, could enable Brock Mission to develop new strategies and programs to service the needy in Peterborough. This evaluation is only a small mark in the life of the Mission thus far, but it is hoped its recommendations will be a useful part of its future.

7 SOURCES CONSULTED

Pratt, Brian. Loizos, Peter. Choosing Research Methods, Data Collection for Development Workers. Oxford: Oxfam Print Unit, 1992.

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APPENDIX I

The Brock Mission Newsletter

Mission News

Fall 2000

We believe every person who comes within the sphere of our influence should be treated with dignity regardless of race, colour, religion, gender, age or ability.

Mortgage will disappear in a year

Cameron House dream will succeed

Just four years after opening Cameron House, we are looking to have the mortgage paid off in one more year.

The Kawartha Rotary Club ends its four-year commitment of a mortgage reduction-matching program for Cameron House on a positive note. With its offer to match donations made towards paying off the mortgage, up to a maximum of $11,500, board members were able to entice a number of corporations to participate. This year we were able to hand over $25,000 to our mortgage holder.

The Kawartha Rotary Club ends its four-year commitment of a mortgage reduction-matching program for Cameron House on a positive note

Our dream of having Cameron House debt-free in five years is quickly becoming a reality. Although the matching program is over, donations towards the mortgage reduction can still be made. All we ask is that donations intended for our operational expenses not be diverted to mortgage principal. After all, what is the point of having a debt-free home, and no way to use it?

We send a very special thanks to all the members of the Kawartha Rotary Club for their hard work, encouragement and generous contributions over the last four years. As well a big thank you goes out to the following matching program contributors for this year:

- Acuity Funds
- CI Mutual Funds
- Mackenzie Financial Services
- Quaker Oats Company of Canada
- Scotiabank
- GE Canada
- Miro and Pauline Nowak

Congratulations to Rotarian Doug Schultz, who developed and lead this program. Doug now sits on our board of directors.

Tremendous thanks to organizers

Success rains on golf tournament

The drizzly weather did not stop the downpour of support for the Brock Mission that flooded in at the Year 2000 Brock Mission Charity Golf Tournament in September. Despite the inclement day, over $10,000 was raised for the Mission and the participants enjoyed a fun day of golf.

The 95 golfers persevered as golfers do and after the rainy day on the links, were treated a meal and a great prize table, which was filled with generous prizes from various local businesses.

Organizer and board member Joan Driscoll CSJ, was amazed at the great response from the event. She, along with board member Sue Martin and former board members John Almey and Les Metcalf, wish to thank the Keystone Links, the golfers, and many sponsors who helped make the tournament such a torrential success.

Inside

Generosity and need are on the rise

By Grant Morrison, Board Chair

Welcome to my reflections of the past year here at the Mission. 1999 was one of much activity both within the Mission and outside.

We continue to be blessed with a dedicated staff at both Kingan House for Men and Cameron House for Women and Children. The addition of an experienced outreach support worker only served to strengthen the staff and their ability to help the homeless. This position was funded for at least one year through a provincial initiative for homelessness.

It is ironic that while the national economy continues to improve, those at the bottom of the income scale — those we serve and who are most in need — are apparently not sharing equally in the economic boom

Over the 13 years of Brock's existence, essentially no monies have been spent on the maintenance of the physical buildings. All dollars received (other than for the direst of emergencies) went out of necessity, towards serving the needs of the homeless and simply keeping the doors open. However, this past year, we were blessed with sources of funds specifically designated for capital improvements and much needed repairs.

A generous gift from the Kiwanis Club of Peterborough allowed us to make renovations directed towards mothers and children at Cameron House, including indoor and outdoor play areas.

A shelter improvement program through CMHC allowed improvement and renovations at Cameron House. Another CMHC rooming house repair program provided funds for much needed repairs at the Kingan House Men's Shelter. Not only were renovations made at both shelters inside and out, improvements were also made to reduce ongoing operating costs, such as a modern gas furnace versus an old iron oil burner.

We are grateful for these extra dollars to actually enable renovations and repairs, however our core operating funds received no additional monies. We continue to rely on the generous and charitable giving of the community for day-to-day operations.

The past year has also brought with it an unexpected and increased need for the Brock's services. It is ironic that while the national economy continues to improve, those at the bottom of the income scale — those we serve and who are most in need — are apparently not sharing equally in the economic boom. Kingan House experienced a 44 per cent increase, Cameron House a seven per cent increase in nights of shelter provided. This, coupled with cuts in social programs and reduced eligibility for social assistance only increase the Brock's reliance on charitable donations to maintain operations.

While it is hard to understand this dichotomy of improved economics but increased neediness, it is important that we grasp the truth that there is no shame in neediness. Poverty is rarely attributed to laziness or wickedness despite what many would like to believe. More often it is the result of injustice, greed and lack of mercy on the part of those of us who have much. By acting with compassion and generosity, we not only serve God and those in need, but also help fill a deeper need within ourselves.

God has blessed His work at the Brock we thank Him for your continued generosity and support. We will strive to continue to provide day-to-day necessities of food, shelter and clothing to those in need, but also those things that one perhaps needs most in life, a personal relationship with our Creator, with others, and the knowledge and confirmation that someone cares and loves us.

Financial Highlights 1999

The financial year 1999 has given the board and staff at the Brock Mission much to be grateful to God and to our faithful donors for.

Brock Mission had applied and obtained approval from CMHC for government funding for the urgently needed renovations at both houses

To put things into perspective, Cameron House was opened in the fall of 1996. 1997 was the first full year of operation at Cameron House and the Mission fell behind on meeting expenses by approximately $40,000.

In late 1997 and early 1998 an urgent appeal was launched, yielding such an overwhelming response from our donors and the general public that the deficit from 1997 was quickly paid off. In 1998 the mortgage at Kingan House was reduced by $21,000. Donations for the 1999 year were understandably decreased compared to 1998, but were much improved over the 1997 level and sufficient enough to meet all operating expenses. They also provided for the initial deposits required for the startup of the long overdue renovation program at both Kingan and Cameron Houses.

Auditor Reviewed statements are available upon request

Meanwhile, the board of the Brock Mission had applied and obtained approval from CMHC for government funding for the urgently needed renovations at both houses, in line with the declaration of 1999 year as the year of the homeless. While the government had approved Brock Mission's application before work was started, the Mission had to provide advance financing in 1999 and bring the renovations to virtual completion before the government funds were released to the Mission in the current year 2000. You, our donors deserve much credit for helping to make all of this possible.

Year end Summaries

At Kingan House, the number of nights of shelter provided jumped to an additional 1333 nights

Cameron House 1999

Total nights of shelter provided: 2009
Total number of clients: 186
Total nights for children: 438
Total number of children: 46

Kingan House 1999

Total nights of shelter provided: 4365
(up 1333 from the previous year)
Total number of clients 516
Average age of clients: 37

Leslie Metcalf retires but keeps Brock Mission in his heart

Leslie Metcalf retired from the board of directors in 2000. We are grateful for his involvement and commitment. He has weathered many storms with us.

We are blessed for Leslie's involvement in the past, and his continued presence after retirement

Les continues to be a tremendous fundraiser (anyone who knows him will no doubt concur) as he continues to participate in our special events.

God's best to you and your family Les.

A Christmas Carol

Keep your calendar open for this year's dramatic reading. A new Peterborough Christmas tradition.

Wednesday, December 6

CONSTITUTION -- Brock Mission

ARTICLE 1 - Name

The corporation shall be known as The Brock Mission

ARTICLE 2 - Purpose

The Brock Mission is a Christian social and welfare service, designed to support and expand present available accommodation for men, women and their children. It is our aim to serve the disadvantaged and homeless by providing food, shelter and lodging along with rehabilitation and counseling. These aims will be realized by the following services provided by the Mission:

a) to provide emergency accommodation for transient or short term residents.

b) to provide long term residence that would include the following benefits:

   i) a safe supervised shelter with proper care.

   ii) a structured, encouraging program to help in their struggle with addictions and/or other overwhelming problems.

   iii) to encourage a sense of worth and value by involving them in community work and programs.

c) to work in co-operation with the social service agencies whose programs are compatible with this constitution.

d) to provide opportunity for rehabilitation and retraining in job skills for employment.

e) the involvement of churches in volunteer efforts to provide Christian influences and events that are available to the residents.

f) to own and operate transitional facilities for men and for women.

ARTICLE 3 - Principles

a) We believe that the Message of the Gospel states that it is the responsibility of the Christian Church to address the needs of the poor and homeless and that the mission Jesus identified within Matthew 25:37-46 is to be our mission as well.

b) We are committed to creating an awareness, both within the local churches and in the community of the needs of people who are homeless and struggling with addictions and/or overwhelming problems.

c) The Brock Mission is an independent organization. However we are committed to work with various agencies within our community, to co-operate where possible while maintaining our Christian principles outlined in our Statement of Faith.

d) While we require financial payment for residence and every avenue will be explored to find such, we will not refuse help to any person on the ability to pay for services rendered.

e) While the commitment to our residents is to provide for their needs (shelter, food, clothing), we require of our residents that they abide by the rules and regulations as determined by the Board of Directors. Failure to comply could result in their having to leave the Mission.

ARTICLE 4 - Membership

The Brock Mission is an outreach ministry of Jesus Christ through His people. Therefore, the Mission embodied in its Directors is committed to presenting the Gospel of Jesus Christ by practical and lifestyle witnessing to people in our community. Commensurate with this purpose, therefore, all those involved in the management of the Mission shall know the Lord Jesus Christ as their Saviour and live a life that demonstrates that commitment.

Treasurer: -oversee and maintain accurate financial statements
-act as Board liaison to the accountant to oversee the financial directives of the corporation

Executive Director: -ex-officio member on all standing committees

In addition to the above offices, the board shall engage an accountant and shall annually provide an audit review and any other documents as necessary as requested by the City or other agencies.

The Board of Directors shall be responsible to hire a full-time Executive Director who shall be responsible for the day to day operations of the Mission and ensure that the functions of the Mission and that of the directives of the board are carried out.

ARTICLE 6 - Amending the Constitution

The constitution may be changed or amended, except for Articles 2 and 3, at any regular meeting with a 2/3 vote, providing such amendments or changes have been given in writing to all Board Members at least 30 days prior to the meeting at which such amendments shall be voted on.

REVISED: **April 17th, 2000**
BY: **Board of Directors**

ARTICLE 5 - Structure

The governing body of the Brock Mission shall be the Board of Directors. The Board shall consist of a maximum of ten (10) members and a minimum of five (5). Board members are elected for a term of 3 years at a duly constituted Board of Directors meeting. The Board shall meet regularly and not less than quarterly. A quorum for the passing of motions concerning business for the Mission shall consist of a majority plus one of the active Board Membership.

The Board shall be responsible for the overall operation of the Mission, including but not limited to setting policy, evaluating programs and activities, hiring of the Executive Director, and approval of staff positions, the establishment of annual budgets, and securing of necessary funds for the Mission.

In addition the Board shall be responsible for committee functions such as facilities, advertisement, volunteer training and other committees the Board deems necessary to the smooth operation of the Mission.

The Board shall elect from its members, officers to serve in the following categories: Chair, Vice-Chair, Treasurer and Secretary. Terms of office for these positions shall be 2 years; however consecutive terms may be served. Specific duties of the position shall include, but are not limited to the following:

Chair:	-chair all business meetings -prepare business agendas in co-operation with the Executive Director -call special meetings when necessary -ex-officio Chair of all Committees
Vice-Chair:	-assume any or all duties of the Chair when instructed to do so
Secretary:	-record minutes of all business meetings -produce and write any correspondence required by Board

APPENDIX II

Brock Mission Board of Directors
1997

Chair
Grant Morrison

Vice Chair
Sue Martin

Treasurer
Les Metcalf

Members
John Almey
Paul Brioux
Doug Schultz
Jan Warburton

Executive Director
Bill McNabb

Brock Mission
271 Brock Street Peterborough, Ontario K9H 2P8
(705) 748-4766

Fundraising

Special events benefit the Mission

Fundraising has always been a difficult area for the Mission. Not just in terms of securing funds, but also in terms of what is appropriate for a Christian organization which is not part of a larger organization, yet requires regular, ongoing contributions.

After the December crisis, the Board of Directors revisited this ongoing issue. They went back to basics - prayer. We were confirmed to remain "low-key". The work we do is not, by worldly standards, pretty. We must respect the people we serve and not exploit their plight in order to gain support. Therefore, the Board of Directors leans on God to prompt the hearts of people to help us help others. We will not use such tactics as telephone solicitation, monthly mailings, and door-to-door campaigns. This is not to say that these activities are inappropriate for other organizations.

Several special fundraising events are held each year; such as our annual charity bowling tournament and golf tournament. They each bring in about $10,000. In addition several organisations, businesses, schools and churches host fundraising on our behalf. "A Christmas Carol", hosted by CHEX/WOLF/CRUZ, and the "Thanksgiving Challenge", organised by the High Life group at Adam Scott Secondary School are a couple of wonderful examples. There are so many more examples we could share.

We believe that God will provide for His works. However, we have the responsibility of letting people know what we do and how we do it. Essentially, we need to communicate the needs of those we serve in Christ's name.

Volunteers

Behind the scenes

There are so many individuals who contribute in large and small ways to running the Mission . Volunteers are involved in running major fund raising events, gathering food through food drives, helping with dishes during our lunch program, sorting clothing, picking up food from local businesses, serving on our Board of Directors, and so much more. People give anywhere from a few minutes to countless hours.

In addition to those who offer their time and talents because of their desire to respond to the needs of others, people also come to us from schools, colleges, the court system and some are former recipients of our services.

There are so many "behind the scenes" volunteers, that it becomes impossible to count the donated hours that are given to the Mission each year. Without these countless, countless hours, Brock Mission would not have enough "workers" to maintain the basic services we currently offer.

Cameron House

Everyone benefits from experience at Cameron House

In November of 1996, Brock Mission opened doors to a second facility - Cameron House for women and women with children. Since that time, many women - some with children, some on their own - have passed through our doors.

Although the Mission is here to help others, often the lines become blurred between who is giving and who is receiving. Here's just one story...

It is Christmas night and all is quiet at Cameron House. There is a knock at the door. Carm (not her real name) arrives accompanied by two police officers. They informed the staff on duty that Carm had attempted suicide, and had no one to stay with. T'is the season to be jolly they say.

"Naturally", the staff were "anxious" about Carm, and she was kept under close watch. It was a balancing act for staff to keep tabs on her, yet allow her privacy and space. In a very short time, Carm began pitching in with regular House chores - helping clean, sort and organize.

Carm shared with one of the Mission workers that the people at Cameron House were like family to her, and she wouldn't have made it through this crisis time without this "family". She was determined to get back on her feet and make a fresh start at life. She was matched with a volunteer, who helped her with the task of setting up in a small apartment and finding work.

With the Mission's financial crisis in December 1997 and beginning of 1998, the staff were generally feeling discouraged and disheartened. Carm's presence in Cameron House was a great boost to morale. Not all of the people who pass through our doors experience such obvious positive change. Carm even made working on Christmas Day worthwhile. As Carm began to see the opportunities available to her, she in turn, encouraged staff and volunteers to keep going.

Cameron House
Statistics - 1997

	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NC
ATTENDANCES	115	149	241	304	340	258	228	339	174	111	16
NO. OF CLIENTS	12	15	17	17	22	25	16	16	16	17	11
AGE RANGE	16/46	21/50	17/53	17/53	17/65	17/43	17/55	17/59	16/59	15/48	17/

YEAREND SUMMARIES
Total Nights of Shelter Provided - 2631
Total Number of Clients - 197
Total Nights for Children - 198
Total Number of Children - 48

Kingan

	JAN	FEB	MAR	APR	M
ATTENDANCES	337	397	451	617	4
NO.OF CLIENTS	28	31	39	45	
AGE RANGE	19/64	17/68	17/75	17/75	17

YEAREND SUMMARIES
Total Nights of Shelter Provi
Total Number of Clients - 47
Total Number of New Client

Kingan House

Tough Love

Over ten years ago Brock Mission began serving men who were homeless and in need with the purchase of the old Kingan House on the corner of Brock and Stewart Streets. A year ago, Brock Mission opened the doors to Cameron House, to offer similar services to women, and women with children who also found themselves homeless and in need. Here is a recent story from Kingan House...

Shawn (not his real name) first arrived at the Mission (specifically

Executive Directors Report

Merry Christmas, We're Closing the Doors

Everyday at the Brock we meet more and more people with greater needs. Due to chronic unemployment (in spite of the glowing report on the decrease in unemployment rates and the increase in local economy), stress related addiction, the number of people who are now in poverty that didn't start out that way is climbing. There are more people ending up on the streets from all income brackets and lifestyles. We are confronted by a calling to help while at the same time the Mission itself battles it's own illness.

There are more people ending up on the streets from all income brackets and lifestyles. We are confronted by a calling to help while at the same time the Mission itself battles it's own illness.

Christmas is the time of year in which the majority of our financial supporters make their contributions. But in 1997 the Brock Mission faced a $40,000 deficit as a result of, among other considerations, an untimely postal strike. We were looking extinction in the eye. Our desperate cry for help was heard and support was forthcoming. Support sufficient enough to at least keep our doors open through the Christmas season.

This story simply marks a reality that becomes more obvious each day. At a time when the need to do more is so demanding, we struggle to continue providing meals and refuge to the members we're currently serving.

Because of our non-governmental and grassroots support base, we will always face the challenge of core funding . Building an organizational foundation which can welcome the new challenges and increasing numbers of people calling out to us is proving very difficult.

We thank God for those who responded to our call for help. Our doors did stay open, and we were greatly encouraged by the demonstration of support. After all, treading water can be very exhausting - physically, emotionally and spiritually.

As we struggle into another year, GUIDANCE is at the top of our prayer list. We're hoping you can add your voice to our submission.

Presidents Message
Chair Report

The Brock's future, as it always has, remains in God's hands.

Welcome to Brock Mission's first, albeit belated, "Annual Report". This is something that we as an organization have always felt would be worthwhile and of interest to our supporters, but with the pressures of each day, have never been able to accomplish. Hopefully after this first one, it will be easier to continue in future years.

The year 1997 was busy for the Brock Mission, sometimes overwhelming and at others very fulfilling. As you know 1997 presented new opportunities with the first full operating year for Cameron House, the new shelter for women and women with children. We were able to provide 2631 nights of shelter for women and their children who had nowhere else to go, this speaks volumes to the need that exists. The most overwhelming issue was of course, our financial crisis at the end of the year when we faced an anticipated $40,000 deficit, a situation complicated by the year end postal strike. However this was also a time of great encouragement as we saw God moving in the hearts of people. Within four weeks of "getting the word out", the full $40,000 had been raised and the deficit paid off, PRAISE the LORD!

The challenge continues of course, to ensure a similar situation does not arise as we race through 1998. Discussions with the municipal and provincial governments have occurred (with results yet to appear) as well as new groups and individuals are coming forward in support of God's work at the Brock.

Certainly both the men and the women's missions provide the basic necessities of shelter, food and clothing. They also supply something else, a place of sanctuary, hope and genuine caring, allowing time for reflection and self evaluation. The knowledge of God's love for everyone is a key element at the Brock. For when one realizes that they are not alone and that someone truly cares, then fear is replaced with hope for the future.

The Brock's future, as it always has, remains in God's hands. We realize that the services at the Mission, the luncheon program and festive meals provide for only the short term needs of our clients. Breaking the cycle of homelessness is something that needs attention in our society. Helping the person after they leave the shelter is key. Having a role to play in the transition to independent living is a path along which, God willing, the Brock's future may lie.

We recognise that our continued existence cannot and should not come to rely on government funds, but on the generosity of the Community. Thank you for your past support, whether in the form of donations of time, goods or money and we hope that you are able to help in the future.

Grant Morrison
Chair, Board of Directors
Brock Street Mission

Brock Mission

Annual Report 1997

This publication takes the place of "Mission News" for Summer 1998

President's Message Chair Report

Welcome to the Brock Mission's second annual report, we hope that the information provided and format chosen is appropriate and of interest to you. After reading through it, if you have any thoughts or ideas as to how we can improve upon it or how it can better satisfy your needs as a supporter, please do not hesitate to call or drop us a line with your suggestions.

The Brock Mission – Kingan House for men and Cameron House for women and children – continues to be open round the clock, 365 days per year. In 1998 we provided over 8,000 nights of accommodation and 30,000 meals for the homeless. The past year was a very busy one. In the cyber world we now live, the new millennium promises only to increase the rate of change in our lives. Brock Mission is not insulated from these changes and their accompanying challenges. Sometimes we need to take a break, sit down, and reflect not only on what has taken place in our lives but also on our Lord who is in control.

As I look back over the year, several things stand out. We started by paying off a $40,000 debt from the previous year. This was joyful and made possible through the tremendous moving of God in the hearts of people who were able to quickly respond to our urgent appeal. The 1998 year ended with a healthy bank balance, on which we depend to get us through the first half of the following year.

In an attempt to even out these ups and downs of donations, the Brock initiated a convenient, monthly, automatic withdrawl plan for donors. Numerous supporters have signed up and I would encourage you to enroll as it definitely makes our revenue/expense planning much easier.

This past year also saw the plight of the homeless hit the news in a big way. Most memorable was the media coverage of the homeless on Toronto streets as that city struggled to cope with an ever increasing problem. We are grateful that, only through your ongoing support of the Brock, similar scenes did not repeat themselves here. Still, homelessness is not restricted to the big city. While the profile of the homeless was elevated with politicians, shelters like the Brock have yet to see any additional sources of funding. The needs continue at an accelerated pace and we continue to rely largely on the generosity of individuals and organizations in the community.

Everyone continues to be bombarded by requests for donations from non-profit and charitable organizations. We thank God for your past and continued support. We also recognize that not everyone can give of their finances, time or materials, but ask everyone to support the Brock through prayer. Please pray for renewed strength, unity and wisdom for the Brock Mission workers and board members.

The challenge continues. The Brock Mission will strive to provide those in need with not only shelter, food and clothing, but also with a friend who mirrors God's love to them.

Executive Director's Report

Homelessness. My spell-check tells me it is not a word. This year, it has become the major topic of discussion – through all levels of government, media and social groups. The Brock, and those first few who had the heartfelt dream of opening a mission in Peterborough, have been using the word for over 20 years.

With little funding from the public pot, you, our supporters, enable the Mission to provide something to those who had nowhere else to turn. You responded to our 1997 financial crisis in a powerful way. You gave us the encouragement to continue to do whatever we can to offer hope and caring to people who have ended up without a place to call home. You have allowed us to serve without needing to judge those who come through our doors. And we thank God for you.

As the representative of the Mission, I have been faced with such comments as: "You're not appropriate because you're a religious organization"; "Your model of care is not very sophisticated"; "You do not have any worthwhile programs"; "You do not have measurable outcomes". And the list goes on.

The bottom line is simple. We believe that God has called us to serve. To serve those in our community who have nowhere else to turn. To serve those who feel hopeless and in despair. We are not here to judge who is at fault – whether it be the system, the government, the wealthy, or the individual who is on our doorstep.

I want to say to you that the Mission staff are amazing. God continually leads people to the Mission who greatly enrich our work. Be sure to read the page where two of our full-time staff, Tom and Karen, are highlighted. They are both representative of the staff at large. My deepest thanks and appreciation go out to the full-timers: Anne Marie, Beth, Eleanor, John and John (just to confuse things!), and Penny. And special thanks to all the part-time folks who keep the Mission running seven days a week: David, Derek, Jenny, Katrina, Lise, Todd, Tom (Yes, we also have two Toms), Wayde, Winna and Zabrina. These are the people who face the bottom line.

I look forward to the challenges and changes God brings in 1999.

Kingan House
A desperate man rebuilds his life

For 12 years, Brock Mission has been a refuge for homeless men who need a bed at night and a meal to sustain them.

Whether they are 16 or 80, we encourage them to find accommodation, community support and jobs during the day. Some stay one night, others for a month or two. While many make a fresh start, others fall back into old cycles of behaviour. Of course, our biggest thrill is when a man who has lost everything gains a new foothold in life with God's help.

Of course, our biggest thrill is when a man who has lost everything gains a new foothold in life with God's help.

Such a man is Garry (not his real name). A truck driver with children, seven to 16, Garry lost his driver's licence for drinking and driving then lost his job. Problems at home escalated and his wife left him. That was the last straw. He was admitted to a psychiatric institution, depressed and suicidal. Even after treatment and release to Kingan House, he was convinced suicide was the logical response to his troubles. He was readmitted for psychiatric care.

After a week back at Kingan House, he started a personal recovery program. Alcoholics Anonymous wasn't for him and neither was church. He held God responsible for his demise and was not ready to accept his own responsibility. Instead he worked out at the gym, enrolled in an anger management program, played bridge and did volunteer work for 24-40 hours a week. Garry is a very intelligent man and needed to keep very busy.

To rebuild his relationship with his wife and children, Garry did everything his wife asked. When she finally agreed to let him see the kids, he bought a bicycle and cycled the 40 kilometres home for a weekend. The family went to church. He decided he would work with God and let God have some control over his life. His relationship with his wife and children improved immediately.

Within a month, he found a full-time job. Although he continues to live apart from his family, that may change as Garry and his wife adjust to his new self.

One of the biggest rewards of our work at Kingan House is watching someone like Garry accept God's love and begin to rebuild his life.

Kingan House Statistics - 1998

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	O
ATTENDANCES	284	209	226	294	224	202	202	359	287	26
NO. OF CLIENTS	40	36	29	39	30	37	31	49	36	4
LOW/HIGH AGE	19/56	16/33	16/53	22/75	19/69	17/72	16/79	16/79	19/56	16/7

YEAREND SUMMARIES:

Total Nights of Shelter Provided	3032
Total Numbers of Clients	433

Cameron House Stati

	JAN	FEB	MAR	APR	MAY	JUN	JU
ATTENDANCES	271	209	223	197	115	209	1
NO. OF CLIENTS	15	10	13	8	14	16	
LOW/HIGH AGE	18/54	20/54	17/29	18/62	18/70	16/73	16/

YEAREND SUMMARIES:

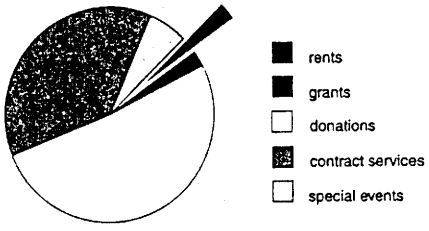
Total Nights of Shelter Provided	2291	Total Numbers of Clie
Total Number of Children	45	

Financial Summary

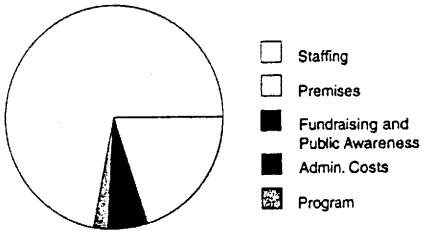
The Brock Street Mission Peterborough - Balance Sheet
December 31, 1998

ASSETS		
CURRENT		
Cash	$ 128,062	$43,176
Accounts Receivable	20,495	17,499
	148,557	60,675
TANGIBLE CAPITAL - at cost		
Land and Buildings	409,596	409,596
Furniture and equipment	21,794	21,482
	431,390	431,078
Accumulated amortization	114,141	100,915
	317,249	330,163
	$ 465,806	$ 390,838
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities	$ 6,254	$ 43,682
Current portion of long-term indebtedness (note 2)	10,000	14,000
	16,254	57,682
LONG-TERM (note 2)	189,023	205,565
DEFERRED CONTRIBUTIONS (note 3)	14,273	800
NET ASSETS		
Net assets invested in capital assets	127,434	110,598
Unrestricted net assets	118,822	16,193
BALANCE, END OF YEAR	246,256	126,791
	$ 465,806	$ 390,838

Where does the money come from?



Where does the money go?



NOV	DEC
231	252
32	30
7/66	16/79

Cameron House
One open door leads to many others

Since November 1996, Cameron House has fed, clothed and sheltered a few hundred women and dozens of children while they have searched for accommodation and enlisted community support.

When so many come to us with so little, finding a place to live and securing government assistance is a major accomplishment. Sometimes they accomplish even more.

Last winter, we opened our door to Mary (not her real name) after her roommate and her landlord had closed their doors on her. Her roommate had left and locked her out of their apartment. Her landlord wouldn't let her in to recover her belongings because Mary's name was not on the lease.

To make matters worse, Mary was battling for custody of her three children from her boyfriend and mother.

At 32, she was homeless, on government assistance and without her children. Cameron House gave her a stable place to stay and to visit with her son. Cameron House staff gave her lots of encouragement.

Within six weeks, she had found a part-time job and become friends with another resident. The two found an apartment together. Now she has a full-time job, full custody of her son and joint custody of her daughters.

Every so often, Mary knocks on our door and comes for a visit. A year and a half ago, we opened our door to her; she has opened many, many more for herself since then.

:S - 1998

AUG	SEP	OCT	NOV	DEC
206	166	113	192	229
1[illegible]	) 25	12	16	13
6/59	17/51	16/47	16/46	16/48

176

Lunch Program Statistics - 1998

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Month Total	1692	1569	1721	1555	1838	2129	1932	1691	1716	1138	1321	1153
Daily Avg.	55	56	56	52	59	71	62	55	57	37	44	37

YEAREND SUMMARY:
Total Number of Lunches Provided 19455
Daily Average 53

Note: The lunch program was reduced to five days per week beginning in October 1998.

Fundraising
Community groups a huge help

With so few resources and so much to do, Brock Mission appreciates community groups who organize and run fundraising events without us – and do so specifically on our behalf.

We don't have the staff or the time to support fund-raising events. So when groups go ahead on their own, they allow us to concentrate our energy on providing services to those who come through our doors. Several have been doing this for years and have made a huge difference to our long-term financial obligations.

The Soroptimist Club of Peterborough supported the women's shelter project before the building, now referred to as Cameron House, was ever found. For the past six years, the Club's members have been busy raising money and needed items through barbecues, grocery drives, food collection and other events.

The Rotary Club of Peterborough Kawartha also raises funds specifically for Cameron House. In 1997, the service club made a five-year commitment to donate approximately $11,500 yearly to help us pay down our mortgage. Our part of the commitment is to seek corporate and private donors to match the Rotary dollars, with the goal to pay off the mortgage by 2001! Although it is increasingly difficult to raise capital dollars, while maintaining operating funds, a generous donation by NHB Industries enabled us to meet the 1998 commitment. It makes such a huge difference to us as we work towards being debt free. In the first year, for instance, we saved $16,000 in interest costs on a 20-year mortgage.

Church groups have always been dedicated supporters of the Mission, donating monthly and annually. This year, the people of St.John's Anglican Church organized a charity auction that raised more than $10,000 for the continuation of the Mission's work.

We are grateful for such wholehearted support from groups who devote considerable efforts to raising money on our behalf and leave us to do God's work – minister to the needy.

Staff
A desire to offer hope and show mercy

As care workers at Cameron and Kingan houses, Karen and Tom share a desire to help others.

"I wanted to move into ministry – helping others, showing the love of God through actions," says Karen. At Cameron House, she and other staff are "trying to offer hope, show mercy and help residents make good decisions in life."

Like many of the full- and part-time staff at Brock Mission's two houses, Karen, 29, is a college graduate. Tom, 27, brings life experience to the job; he knows how alcohol abuse, drugs and crime can ravage a life.

Karen and Tom work eight-hour shifts daily Monday to Friday. They rotate shifts with two other full-time care workers. Part-time staff covers on weekends. On alone each shift, care workers are responsible for everything – for making sure the house runs smoothly and for meeting residents' needs. Their job description is onerous – they must be able to cook, clean, delegate, supervise, get along with a full range of people and be a good person! says Tom.

Cameron House has 15 beds and residents stay an average of 30 days before they find another place to live and line up social service support. Kingan has 30 beds and residents can stay up to 42 days.

On the day shift, care workers help residents find accommodation and community agency support They are always there to minister and counsel. "Our priority is spending time with the men," says Tom.

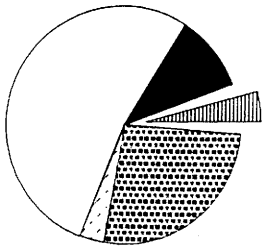
Karen and her colleagues follow this philosophy: "We can't care so much that we do everything for them but we care enough to help them make their own decisions."

Financial Summary

The Brock Street Mission Peterborough
Balance Sheet
December 31, 1997

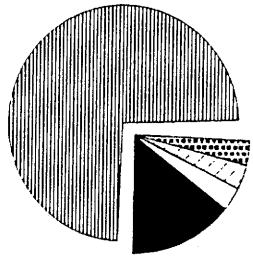
ASSETS	1997	1996
Cash	$ 43,176	$ 61,911
Accounts receivable	17,499	5,678
	60,675	67,589
TANGIBLE CAPITAL - at cost		
Land Buildings	409,596	409,596
Furniture and equipment	21,482	21,140
	431,078	430,736
Accumulated amortization	100,915	87,646
	330,163	343,090
	$ 390,838	$ 410,679
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities	$ 43,682	$ 19,222
Current portion of long-term indebtedness	14,000	12,114
	57,682	31,336
LONG-TERM	205,565	231,721
DEFERRED CONTRIBUTIONS	800	29,537
NET ASSETS		
Net assets invested in capital assets	110,598	99,255
Unrestricted net assets	16,193	18,830
BALANCE, END OF YEAR	126,791	118,085
	$ 390,838	$ 410,679

Where does the money come from?



- Rents
- Special events
- Donations
- Grants
- Contract Services

Where does the money go?



- Staffing
- Premises
- Program
- Admin. Costs
- Fundraising and Public Awareness

Kingan House) in 1991, but only stayed one day. He was a 19 year old who was in trouble with the law and had a struggle with drugs. He seemed pleasant enough, certainly didn't have the stereotypical "street-look".

He showed up again, four years later, but stayed for almost four weeks, awaiting charges for some minor offences. He caused some problems in the house , but it was obvious he was struggling. It seemed like he was trying to ensure no one would get close. Mission staff felt like they couldn't get into any "real" conversation with him. Unknown to us, but fortunately for Shawn, he had a grandmother and an aunt who cared for him and prayed for him daily.

A year later, during the summer of 1996, Shawn ended up on our door step again. This time things were different. He was abrasive. He challenged everything: staff, volunteers, rules and fellow residents. He turned on anyone who tried to offer help or some support. His anger was out of control.

At first Shawn was determined to deal with his problems, but as he was given options and possibilities, he became more hostile. When he began to be abusive with the other residents, the Mission staff were forced to evict Shawn. We felt like everyone had lost - especially Shawn. Although the Mission tried to show him love and support, it seemed to go nowhere. Shawn still ended up on the street, which is exactly what the Mission is trying to not have happen.

Shawn visited the Mission recently, with a specific reason. He wanted to share his good news.

The prayers of his grandmother and aunt were answered. He came to tell us that although he knew that the people at the Mission wanted to help him, he could not accept that help until he realized he had to take responsibility for himself, and had to stop blaming everyone else for his troubles. When we were forced to be tough with him, by evicting him, he came to that realization.

After he left us, he entered a one year rehabilitation program at Teen Challenge (a Christian-based residential program outside of London). He just graduated, and wanted the Mission to know that our efforts were not without results. Love can go a long way, even when tough decisions have to be made.

Shawn is currently employed as a Youth Worker in a London church.

ouse
:s

	UNE	JULY	AUG	SEPT	OCT	NOV	DEC
	481	307	507	533	430	165	333
	48	38	39	40	38	40	37
	7/87	16/72	17/62	19/72	18/80	17/66	17/61
	5227						

Lunch Program Statistics

	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
MONTH TOTAL	1698	1550	1639	1765	1827	1478	1630	1536	1445	1755	1503	1503
DAILY AVG.	55	55	53	59	59	49	53	50	48	57	50	48

APPENDIX III

Brock Mission Board of Directors
1999

Chair
Grant Morrison

Vice Chair
Sue Martin

Treasurer
Les Metcalf

Members
John Almey
Paula Armour
Joan Driscoll
Dan Durst
Doug Schultz

Executive Director
Bill McNabb

Brock Mission
271 Brock Street
Peterborough, ON
K9H 2P8

Brock Mission 1998 Annual Report

This publication takes the place of *Mission News* for Summer 1999

Application for Research on Brock Mission

Dear Bill McNabb,

Charmaine Brett and Benjamin vanVeen, are students at Trent University who would like to conduct research on the Brock Mission. This research will specifically look at the short-term and long-term impacts of the two shelters (Kingan House, Cameron House) at the Brock Mission. The main research question will be; how effective the emergency shelter is? Could the shelter perpetuating the homeless problem?

This research will be conducted for Comparative Development 422 Assessment of Development Projects course at Trent University.

This form asks your permission to use information from our discussion (notes, tapes) in a research project that I am preparing for the following course: CDST 422. Instructor: Daniel Powell.

If you should need to contact us with any further questions, We can be reached at the following

Phone Number:	email:
Charmaine Brett (705) 749-6966	cmbrett@hotmail.com
Ben vanVeen (705) 741-5901	bvanveen@trentu.ca

If you agree to give consent to my use of the information in my course research project, you are guaranteed the following rights:

- You may withdraw from your participation at any time, or choose not to answer certain questions
- You have the right to confidentiality of personal information and anonymity. And unless you wish otherwise, neither your name nor identifying information will be used in my final report.
- There is no deception, or risk to your-self or other participants involved in this exercise.
- If you wish to receive a copy of the project, please provide your address below:

Part B:

By signing below I understand my rights as stated here and agree to participate in this research study and understand that information I provide may be cited anonymously.

Date: Jan. 8/02 Signature:

Part C:

I further agree that information I provide may be cited using my name in the researcher's evaluation or other class work.

Date: Jan. 8/02 Signature:

Source of participants: Brock Mission staff (10 full time employees, 11 part-time employees, and 35 volunteers) as well as people using the Brock Mission facilities.

Number of Participants: Will depend on availability of the participants at the time of research

Research to begin: Jan 18, 2002
To terminate: March 21, 2002

There is no risk of physical or emotional harm to participants during or as a result of this research?

The informed consent will be written and obtained from all participants

The privacy and confidentiality of all participants will be preserved during and after the research. Both Benjamin and Charmaine will guarantee this confidentiality and privacy of personal information.

Date: January 8, 2002 Signature:
Signature:

APPENDIX IV

Informed Consent Form

Purpose of research is to determine the short term, and long term impacts that the Brock Mission has had on the homeless people in Peterborough. The key research question is, "Do the shelters provide a concrete solution for homeless people or are they perpetuating the problem?" The evaluators will look at all the Brock Mission's activities:

- Kingan House – a shelter for men 16 years or older, accommodates up to 30 men
- Cameron House – for females 16 years or older and their children, has 15 beds
- Luncheon Program – available five days a week for women, men, and children. Feeds 50-80 people daily
- Festive Dinners – feeds up to 200 people on holidays
- Aftercare and Outreach – follow up support for people leaving the mission
- Community Chaplaincy – support and integration services to those leaving correction facilities

There will be a specific focus on the two shelters and how they have supplied short and long term assistance to people in Peterborough.

This research will benefit both the student and the Brock Mission. The students will have hands on experience with grass roots community work/ development. The students will be able to effectively make use of their university skills and training. The Brock Mission will benefit by discovering which aspects of the shelters are effectively or ineffectively impacting upon those people which it aims to serve.

The research will require the time and patience of the staff at the Brock Mission. Charmaine and Ben will do there best to not create any inconveniences to the people we work with.

The tasks that will be performed during this evaluation will be; quantitative and qualitative (interviewing, case studies, questionnaires) data collection. There will be a written report of the findings, and a copy will be given to the Brock Mission, Professor. Daniel Powell, and the Trent Center for Community-Based Education. The language of the main report and the executive summary will be in English.

The Brock Mission has the right to withdraw at any time without penalty from this evaluation. The investigators also have the right to terminate the research at any time. The people involved in the research have complete confidentiality, anonymity and privacy of all personal information.

The main expenses of the evaluation will be photocopying, office supplies, computer, and phone will be covered by the evaluators Benjamin and Charmaine.

There are no physical or psychological risks involved in this evaluation.

This Informed Consent will be give to the Ethics review committee at Trent University, and Bill McNabb at the Brock Mission.

APPENDIX V

TRENT UNIVERSITY
COMPARITIVE DEVELOPMENT STUDIES

ETHICS COMMITTEE

1. **STUDENT INFORMATION**

NAME(S): Charmaine Brett	Benjamin vanVeen
PHONE NUMBER(S): 749-6966	741-5901
EMAIL(S): cmbrett@hotmail.com	bvanveen@trentu.ca

TITLE OF PROJECT: BROCK MISSION
INSTRUCTOR'S NAME: Daniel Powell
INSTRUCTOR'S SIGNATURE: _____

2. You must submit three copies of your application:
   - # 1 will be returned to you through your course instructor along with any comments by the Ethics Committee or any conditions that they may place on your project.
   - # 2 is for your cours instructor's records.
   - # 3 is for the Ethics Committee's records.

---

3. **APPROVED BY COMMITTEE:** _____

Date Received: 22 Jan/02
Date Approved: 22 Jan/02

4. We have read the SSHRC Guidelines for Research on Human Subjects, which are available in the CDS Resource Room, and the Instructions attached to this application. We agree to abide by both of these documents.

Signature(s): _____ Jan 8th 2002
_____ Date: Jan 8, 2002

CDST 422 Evaluation Proposal / Placement Agreement

Date: January 7, 2002

Party to the agreement:

Student:	Charmaine Brett	**E-mail:**	cmbrett@hotmail.com
Address:	266 King Street	**Phone:**	(705) 749-6966

Student:	Benjamin vanVeen	**E-mail:**	bvanveen@trentu.ca
Address:	231 Park Street	**Phone:**	(705) 741-5901

Host Organization	Brock Mission		
Project Supervisor:	Bill McNabb	**E-mail:**	wmcnabb@kawartha.com
Address:	271 Brock Street	**Phone:**	(705) 748-4766

Trent University Course Instructor:	Professor Daniel Powell	**E-mail:**	dpowell@trentu.ca
Department:	Comparative Development Studies	**Phone:**	(705) 748-1011 ext. 1231

Trent Centre for Community Based Education (TCCBE) Representative:		**E-mail:**	tccbe@trentu.ca
Address:	314 London Street	**Phone:**	(705) 743-0523

Part A: Proposal Review Criteria and Host Responsibilities

The TCCBe refers to community organizations that host students doing community research as "host organizations".

Proposal Criteria

The project will involve net tangible benefits to the environmental, social, cultural and economic life of the community and will be consistent with the TCCBE's Mission Statement. The work or the benefit of the research will be located in the geographic communities served by the Community-Based Education Program. This currently includes Peterborough and Haliburton Counties.

The projects will contain a substantial research component and will be of educational value to students, making use of their university skills and training in clearly defined ways.

Students conducting research will not displace any employee in the host organization.

Where the host organization is unionized, the project will be undertaken with the consent and cooperation of the local union.

The host organization will not directly remunerate students for their research. The host organization will, however, cover any agreed upon cost incurred in the research process.

A contract will be developed and signed by the students, the host organization supervisor, the academic supervisor, and a TCCBE representative before work begins. This will clearly state the purpose, nature and scope of the project, a realistic estimate of the hours required for completion, and any other pertinent information. Should the terms of work change as the research progresses, a new contract will be drafted and signed.

An executive summary describing the evaluation and methodological approach will be made open and generally accessible to the public within a reasonable time frame.

Research projects will conform to the guidelines entitled "Ethical Screening of Research Projects Conducted Through the Trent Centre for Community-Based Education."

Where requested, by the Program Management Committee and staff, host organizations will agree to abide by the TCCBE's "Risk Reduction Policy".

By signing below you are stating that you agree to the above terms regarding this Community Research Placement. You have a full understanding of what this project entails and what your responsibilities are for the duration of the project. If any aspect of this agreement is altered, all parties must be notified, this agreement amended and resigned by all parties involved.

Student: Jan 8, 2002 Benjamin VanVeen
date name Signature

Student: Jan 8th 2002 Charmaine Brett
date name Signature

Instructor: 30 I 2002 D. Powell
date name Signature

Host Organization: Jan. 8 / 02 Bill McMabb
date name Signature

Trent Centre:
date name Signature

Part B: About the Brock Mission

- The Brock Mission is a not-for-profit registered charity
- The Brock Mission was established in April, 1987
- The Brock Mission employs ten people on a full time basis, eleven people on a part time basis, and has thirty-five regular volunteers

Part C: The Project

1
The purpose of the Brock Mission is to:

- Provide emergency/crisis shelter, food, clothing, and support to those in our community who find themselves in need, and to provide links with existing community services.
- Continuously improve our operations to cover non-existent services to those who are in extreme poverty and homelessness, as needs are recognized.
- Offer opportunities to the financially and socially disadvantaged to become integral parts of our community.

Key research question: Does the shelter provide a concrete solution for homeless people or is it simply perpetuating the problem?

2
The Brock Mission benefits the community by providing the following services:

- Kingan House - a shelter for men 16 years or older, accommodates up to 30 men
- Cameron House - a shelter for females 16 years or older and their children, and has 15 beds
- Clothing, laundry/showering facilities
- Advocacy and support
- Luncheon Program - available five days a week for women, men, and children. Feeds 50 to 80 people daily
- Festive Dinners - feeds up to 200 people on holidays
- Aftercare and Outreach - follow up support for people leaving the mission
- Community Chaplaincy - support and integration services to those leaving correctional facilities

3
The Brock Mission will benefit these two students by allowing them to experience:

- Grass roots community work
- Networking with community agencies
- Hands on community development
- Learning social work in the field

4
The Brock Mission will provide as much help as possible to allow these students to complete their evaluation

Part D

Project Title: The Brock Mission

Start Date: January 18, 2002

End Date: March 21, 2002

Estimated Work Hours: 80 to 90 hours

Schedule: Will present upon approval

Responsibilities of all Parties:

1. Each party to this agreement has the right to initiate renegotiation of this agreement if circumstances affecting the project change.
2. Each party has the right to terminate the placement if the conditions of the agreement are not being met. Because of the potential consequences to a student's program of study, a decision to terminate the placement must be made in full consultation with all parties. .
3. The student owns the copyright for all work completed as part of his/her placement, but the host organization may use all project reports or papers, in whole or in part, as it sees fit as long as the student is duly credited as the author. (If work is completed collaboratively between the student and staff of the host organization, copyright will be jointly held.) An executive summary describing the evaluation and methodological approach will be added to the TCCBE resource library to be available to the community.
4. All parties must complete the pertinent section of the form entitled *Work/Education Placement Agreement/Post Secondary* to enable the Ministry of Education to purchase workers compensation or private insurance coverage for students.

Part F: ***Please initial beside the Section pertaining to your responsibilities.***

Responsibilities of the Students: _____ **Students' Initials**

1. Undertake the project conscientiously and with due respect to the expectations of the host organization and the University.
2. Keep instructor and the TCCBE informed of the project's progress and notify them of any concerns about the placement or the host organization in a timely fashion
3. Attend and participate in all necessary meetings (with instructor, placement supervisor, and/or the Trent Centre for Community-Based Education.)
4. Ensure that the confidentiality of any information acquired in the course of his/her placement is strictly maintained, notwithstanding the host organization's commitment to make an executive summary publicly available.
5. Provide a copy of the executive summary of the research project and methodological approach to the Trent Centre for Community-Based Education.
6. Comply with ethical screening procedures in Comparative Development Studies.

Responsibilities of the Host Organization: _____ **Host's Initial**

1. Orient the students to the organization and work site, ensure the students understand any risks or hazards that may exist and safety practices followed, and promptly report any incidents to the instructor and the TCCBE.
2. Provide adequate direction, ongoing communication, and feedback on the quality of work, so as to enable the students to successfully complete the project.
3. Supply/provide the resources listed above needed to complete the project.
4. Be available for occasional consultation and meetings with the TCCBE as needed, for the purpose of monitoring the placement or refining the Community-Based Education Program. Cooperate in evaluation activities initiated by the Instructor or the TCCBE.
5. Comply with policies and ethical guidelines governing research projects conducted in conjunction with Trent University and the TCCBE, as advised by the TCCBE, the Instructor or the students.

Responsibilities of the Instructor: _____ **Instructor's Initial**

1. Ensure that the project as described above fulfills the requirements of the course listed above.
2. Provide guidance of an academic nature and monitor research methodologies employed. The Instructor will ultimately grade the students' work
3. Meet with the students at regular intervals throughout the term.
4. Inform the TCCBE in a timely manner, of any missed meetings, breakdowns in communication, incomplete research/assignments or other incidents that may affect the success of the project.
5. Determine the need for the research project to be reviewed by the department's ethics committee. Alternatively, the TCCBE/U-Links Joint Ethics Committee may review the project if more appropriate. (Protocol and Application for Ethical Review are available upon request.)

1. **Responsibilities of the TCCBE:** The TCCBE will endeavor to ensure the instructor, the students and the host organization understand and approve of the nature of the work to be undertaken on the placement.

2. The TCCBE will serve a liaison function among these parties, will remain available with advice on best practices in Community-Based Education and assist in overcoming any difficulties throughout the course of the project.
3. Where appropriate the TCCBE may form and facilitate placement coordination meetings for students working on projects similar in theme, to enhance learning and co-ordinate research.

Attach any additional documents or information pertinent to this agreement.

By signing below you are stating that you agree to the above terms regarding this Community Research Placement. You have a full understanding of what this project entails and what your responsibilities are for the duration of the project. If any aspect of this agreement is altered, all parties must be notified, this agreement amended and re-signed by all parties involved.

Student: Jan 8, 2002 Benjamin vanHeer

date name signature

Student: _____

date name signature

Instructor: 16 I 02 D Powell

date name signature

Host Organization: Jan 8/02 Bill McNabb

date name signature

Trent Centre: _____

date name signature

Brock Mission

Shelter Services

Brief Background:

Kingan House

- For men 16 or older
- Open 24 hours, 365 days/year
- Physical capacity – 30+
- Location is used for Lunch Program, Festive Dinners, Administration
- There is only one staff person (Resident Care Worker) on duty any hour of the day (3 shifts of 8 hours each round the clock).
- Established in 1987 (using private dollars only)

Cameron House

- For women and children who are homeless for reasons not including abuse
- Open 24/7
- Physical capacity – 15
- Staff is the same as above
- Established in 1996 (using private dollars only)

Funding

- Only ongoing funding has been contract with City/County using shelter per diems. $ 38.20 per day (including $ 3.73 personal needs allowance paid to client) for those clients deemed eligible by Ontario Works – current OW procedures has made our situation somewhat murky.
- During the first year of operation of Cameron House, children were not covered under the per diem contract with Social Services.
- We have been in receipt in prior years of a $5,000 special grant per house.
- Other funding under Provincial Homeless Initiative Funds (PHIF) and Supporting Community Partnership Initiatives (SCPI) and Child Tax Benefit Redirection has

been received in the past, but has addressed NEW services, not existing shelter services.

- One exception to the above was the granting of PHIF dollars on a 3-4 month basics, which gave the Mission flexibility to use the Outreach dollars to supply additional staffing to accommodate more than 15 men at Kingan House. These funds ended April 30, 2001.
- As a member of Kawartha FoodShare, we receive invaluable support in foodstuffs
- All other required monies have come from charitable gifts and gifts-in-kind.

Mission Staffing:

- In addition to the "round the clock" Resident Care Worker position (covered by 3 full time staff plus 4-6 part-time staff per house), the Mission has the following paid staff:

  - Executive Director
  - Administration Assistant [laid off effective Oct. 26/01]
  - Food Services Co-ordinator
  - Kitchen Assistant [HRDC 1 year JCP position]
  - Outreach Worker [currently funded through SCPI, ending December 31, 2001]

Quick Statistics:

	Nights Of Shelter	Individuals Serviced	Per Diems Received*
1998	5323	654	$ 140,180
1999	6812	748	$ 174,958
2000	8810	919	$ 218,485

[*Note: this also included other rents received; for example, Corrections Canada]

Key Successes:

- Kingan House was established at a time when homelessness was not an accepted issue in this community. The building was financed without any PUBLIC tax dollars.
- Cameron House was acquired, initially renovated, and now completely paid for without PUBLIC tax dollars. The money was raised from PRIVATE sources – individuals, businesses, church organizations and service clubs.
- The Mission has been accessible 24 hours a day, 365 days per year, without fail. Never, in nearly 15 years, have we been inaccessible.
- The services provided go beyond providing a bed. We offer support that matches individual needs, using whatever resources we have available.
- Given the limitations of resources, but a very dedicated team of employees, we have been able to house people that no one would serve.
- The Mission has hosted several projects, without extracting an administration cost, allowing for more direct service to be provided (e.g., Student Advisory Project)

THE ISSUES:

- We are seriously understaffed for 24/7 operation.
- We are also seriously understaffed at Kingan House as we are constantly running over 15 men per night
- Due to under funding, we offer low wages. EXAMPLE: the Warming Room is paying $14/hour, while our Resident Care Workers are paid $ 9.35/hour.
- To retain our current operations at our current staffing levels, we are required to raise almost $2 for every $1 paid via per diem contracts. This included gift-in-kind contributions, such as food and equipment, etc.
- There are concerns over the apparent lack of services to truly homeless individuals, in spite of existing programs.
- We are still the only shelters who are accessible 24 hours a day to any man, woman or women with child who is homeless. Ironically, we also received the least amount of (and now no) funding from the federal initiatives.
- We are penalize because all staff provide front lines services, and therefore unable to commit time to "meetings" and committees. The apparent consultation processes have not truly allowed for (or even acknowledged) understaffed and overworked agencies.
- Concerns with changes with in Social Services, including: call centre applications, no shelter-dedicated team of social workers, lack of clear contact person for the Mission, changes in per diem rates, etc. We have had a good relationship with social services in the past. Staff has been very supportive. With the current changes, the City staff has been minimizing the effects on the Mission substantially.

APPENDIX VI

Evaluation Plan and Time Line

This will be a Mid-Term evaluation using RBM (Results Based Management) approach to monitor change that has occurred as a result of the project. The evaluation will use baseline information, on-going information gathering, existing information, and new information using the following:

This new information will be gathered by:

- Questioning people through interviews, focus groups and conducting surveys
- Observing people and things on site visits
- This evaluation will use both quantitative and qualitative measures

Historical Research

To attain a level of basic background information so that further research may be more directed and focused. Such information may also be used to compare and contrast with new findings.

People

Are there any people who may be able to provide a current overview of the program in order to gain more general knowledge to add to the historical research? Such information may be used as a springboard to developing pertinent surveys and interview questions.

Surveys

Can take numerous surveys to attain information on various issues. For example, a survey could be taken with participants, whether the use the Mission or not. Another survey could be aimed directly at those who use the mission, while another could be directed at the general public. All surveys should be tested and reviewed by others before being used. This will help find any problems with the surveys so as to avoid wasting time and energy.

Interviews

Group interviews and individual interviews should be used. The group interviews should be conducted first so that specific issues may be brought to light. Group interviews should be led in a certain direction but should be pretty loose with regard to questions. With this information, specific questions for individual interviews may be formed.

Analysis

Once all the information has been collected, it should be divided into various groups. For instance, the collected information could be divided into separate issues and then analyzed. The collected information could then be brought back together and then

divided into groups according to importance. Possible groupings of information will become more apparent once data collection has finished.

TIME LINE

Jan 18th

Initial meeting – before field work starts to clarify objectives of the exercise to make sure the views of the people responsible for the work are known

Jan 21st

Field work will begin the types of field work will be:

- Sturctured surveys
- Interviews with groups effected by project
- Visits to shelters
- Interviews with project staff
- Group discussion
- Observations

Feb 10th

Mid-way meeting – takes place midway through the exercise, to get feed back
Continue gathering field work

Feb 28th

Data analysis

March 5th

Begin first draft of report

March 12th

Final meeting – at the end of the field work to discuss preliminary conclusions

March 13th – March 19th
Finalize report

March 21st
Submit the report

APPENDIX VII

Outreach Worker Interview

Introduction

1. How long have you worked at the Brock Mission?

2. What training do you have? Ie depression counseling, identifying social and mental illnesses

3. What are your duties?

4. Do you record your activities?

5. Are there certain people you go to in order to find housing?

6. Do feel there is enough low-rent housing in the Peterborough area?

7. Do you always have to actively search for affordable housing or do you sometimes receive tips or calls from those willing to house someone from the Brock Mission?

8. What do you feel is the rate of those who have used the Mission and then found housing and thus no longer need to sleep at the shelter?

9. Have you ever felt unsafe working for the Mission?

10. What is the worst experience you have encountered at the Brock Mission?

11. If yes then what safety precautions are undertaken?

12. What are your goals/ objectives as an outreach worker?

13. What would help you to further your goals?

14. What is the one thing you would change to improve your job at the Brock Mission?

15. Do you feel that the Brock Mission is successful in achieving its mandate?

16. Do you believe it is helping homeless people solve their problems or simply providing a bed?

17. What are the steps taken to ensure someone is able to successfully integrate into a state of self-sufficiency?

18. What are the strengths of the Brock Mission?

19. What are the weaknesses of the Brock Mission?

Resident Care Worker Interviews

Introduction

1. How long have you worked at the Brock Mission?

2. What training do you have? Ie depression councelling, identifying social and mental illnessess

3. What are your duties?

4. Do you record your activities?

5. Have you ever felt unsafe working at the Mission?

6. What is the worst experience you have encountered at the Brock Mission?

7. If yes then what safety precautions are undertaken?

8. What are your goals/ objectives as a resident care worker?

9. What would help you to further your goals?

10. What is the one thing you would change to improve the Brock Mission?

11. Have you ever experienced problems with the surrounding neighbors? If so what happened?

12. Do you feel that the Brock Mission is successful in achieving it's mandate?

13. Do you believe it is helping homeless people solve their problems or simply providing a bed?

14. What are the steps taken to ensure someone is able to successfully integrate into a state of self-sufficiency?

15. Is there a hierarchy among those who frequent the shelters

16. Do you keep any records on who stays in the shelter and when?

17. What are the strengths of the Brock Mission?

18. What are the weaknesses of the Brock Mission?

Questionnaire

1. How did you hear about the Brock Mission?

2. Have you had problems getting to and from Cameron house?

3. Do you find that Cameron house has met a reasonable expectation of living standards?

4. Have there been any problems with your stay at Cameron house?

5. Has the staff been helpful and responsive to your needs?

6. Have there been new housing opportunities, or work opportunities given to you?

7. Have you ever felt unsafe?

8. Is there any way you would improve the facility?

9. What is the number one thing you would change at Cameron house?

10. What do you like about the Mission?

11. What do you not like about the Mission?

Interview with Executive Director

Introduction

1. How many people work at the Mission full time, part time, and volunteer?
2. What are the staff jobs?
3. What are the short-term goals of the Brock Mission?
4. What are the long-term goals of the Brock Mission?
5. What are the Brock-Mission's general objectives?
6. What are the specific objectives of the Brock Mission?
7. What are the key activities?
8. What are the achievements of the Brock Mission?
9. Have the objectives been changed since 1987?
10. How many people do the shelters hold?
11. What is the operating hours?
12. What is the average length of stay at the shelters?
13. Has there been an ongoing statistical account of the residents?
14. What are the steps taken to ensure someone does not return to the shelter?
15. Do you feel the shelters have been successful in integrating the majority of people back into a state of self-sufficiency?
16. Do job programs exist? Who runs these programs?
17. What is the daily overhead?
18. What are the social impacts of the shelters?
19. How does the Brock Mission apply for government funding?
20. Would the Brock Mission be sustainable if the government funding was withdrawn?
21. Has there been any lobby of the Provincial government to seek additional funding?
22. Are there any other sources that the Mission receives funding from?
23. What would be the number one thing you would change about the Brock Mission?
24. What is the one thing that inhibits the Brock Mission from providing all the services it should?
25. Does the Mission adhere to the government policy that states all those seeking social services submit to a drug test?
26. Has there ever been resistance from the surrounding homeowners as a result of the location of the Mission?
27. Are there often disturbances among those utilizing the services of the Mission? If so, what are they?
28. Are there any thoughts of moving the Mission to another location, or does the current location suffice?
29. What media exposure does the Brock Mission receive?
30. What are the strengths of the Mission?
31. What are the weaknesses of the Mission?
32. What are the treats to the Mission?
33. What are the opportunities for the Mission?

APPENDIX VIII

STAFF STRUCTURE GRAPHIC