

2010 - 2011

# **Medicine Hat Women's Shelter Society**

Report to the Community





## **OUR VISION**

Women and children have access to resources that empower them to live a life free of family violence.

## **OUR MISSION**

The Medicine Hat Women's Shelter Society supports women and children who are experiencing family violence by providing them with safe shelter, education and access to community resources.

## **OUR VALUES**

### Compassion

- We strive to be generous, patient, and kind to all those we encounter.
- We believe in advocating for each individual's rights, needs, and interests. We recognize that each individual has a story that must be honoured and respected. We strive to treat each other with kindness and compassion.

### Respect and Dignity

- We treat others as important, worthy, and valuable individuals.
- We appreciate diversity and believe that respect – of our colleagues, clients, volunteers, community partners, and all those with whom we interact, is an essential element of who we are.
- We recognize that our success depends on the talent, skills and expertise of our staff, volunteers and community partners.

### Courage

- We advocate for best practice and demonstration of responsible actions.
- Seeking help or guidance when one is uncertain is a sign of confidence and an open mind - not an admission of inability.

### Integrity

- We conduct ourselves in an honest, ethical, and transparent manner.
- We conduct ourselves knowing that when we act individually, we reflect on the Society as a whole, and all who have dedicated a part of their lives to its success.
- No one is perfect, but we expect everyone to be perfectly honest.
- We believe that integrity engenders trust, which is the cornerstone of our Society.

### Dedication

- We are committed to provide our best service.
- We understand the importance of our mission and the trust our clients and community place in us. With this in mind, we strive to excel in every aspect of the Society, and approach every challenge with determination.

### Spirit and Passion

- We conduct our roles and responsibilities with internal motivation and desire.
- We celebrate achievement and are motivated by excellence.

## **FROM THE PRESIDENT OF THE BOARD OF DIRECTORS**

About a year ago, I came across two little sayings that fit so well together, I posted them both on my office wall.

The first: *"A change in the collective does not happen until the change happens in the individual"*.  
The second: *"Don't let what you cannot change get in the way with what you can change"*.

These are great reminders when one feels that the little things we do are insignificant, to know that these little things can be the catalyst to greater things. I am proud to be a part of the many volunteers and staff connected to the Women's Shelter Society (MHWSS), and to know first-hand the critical assistance brought to many women and their families as a result of people's dedication to change. Even when it seems trivial, remember that your commitment to bettering the lives of others is part of the glue that holds our community together..... oh, and perhaps while volunteering, you will probably find it fulfilling, and meet other great people in the mean time. I think it's a win-win situation.

I cannot neglect to recognize how lucky we were during a good part of this fiscal year to have had Dianne Finch cover the Executive Director position while Natasha was away on leave, as well as the other internal transitions of staff duties to make sure everything kept going. Where other organizations may have slowed down, the MHWSS truly had a busy and productive year, with continued growth in staffing and programming, and a smooth transition with Natasha Carvalho returning as Executive Director.

Financial support for the MHWSS comes from many sources, in order for the programs to run, and for both shelters to remain open. Until now, as with many organizations, funding has been earmarked for more short-term purposes, with minimal ability to allow for long-term sustainability. I am pleased that MHWSS has been pro-actively working towards more long-term strategies through an Endowment and Planned Giving program, in partnership with the Community Foundation. We are excited about being able to soon provide more options to those who understand the many benefits of the MHWSS, and who may wish to make financial contributions both now, as well have the option to plan instead for a future contribution.

On behalf of the Board of Directors, a sincere thank-you for your commitment to positive change in the lives of the many women and families that come to the Phoenix Safe House, Musasa House, and growing support network outside of the shelters in our community. We look forward to another busy, productive year, and know that with your on-going commitment to change, the MHWSS will continue to be here for our community.

Sincerely,

Kambi Heywood  
MHWSS Board Chair

**GOALS OF THE BOARD OF DIRECTORS**

- Ensure that resources are available to implement quality programs that support women and children who are experiencing family violence.
- Develop funding strategies to sustain ongoing programming of The Medicine Hat Women’s Shelter Society
- Increase community awareness about The Medicine Hat Women’s Shelter Society and issues of family violence.
- Recognize the value of our staff and ensure the carefully considered recruitment, training, evaluation and recognition of all employees.
- Ensure the proper maintenance, security and efficient use of our land and buildings.
- Commit to a defined purpose and maintain stability and diversity amongst board members.

**OUR BOARD OF DIRECTORS**

- President: .....Kambi Heywood
- Vice President: .....Andy McGrogan
- Secretary: .....Wanda Simmons
- Treasurer: .....Donna-Lee Sheardown
- Director: .....Andrea Dolan
- Director: .....Randy Lehr
- Director: .....Hilary Munro
- Director: .....Sandy Redden
- Director: .....Darlene O’Reilly
- Director: .....Russell Webb
- Director: .....Jeff Weder

## MESSAGE FROM THE EXECUTIVE DIRECTOR

This year continued to be one of growth and change for the Medicine Hat Women's Shelter Society. We continue to learn from the women and children we serve, from their stories and from their lived experiences. This learning allows us to identify service gaps and to enhance and improve our service delivery. For that we are truly grateful.

In the past year the MHWSS has undergone a major paradigm shift in how we see the delivery of our programs and services. We are in a position now where we can proudly say that we offer a ***Full Continuum of Services***, ranging from one day to one year. We are able to assess and place women and their children where they truly need to be.

As most of you know, we operate three major programs under the umbrella of the Medicine Hat Women's Shelter Society:

- Phoenix Safe House
- Musasa House
- Housing First – Family Violence

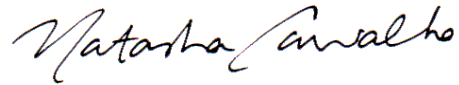
Phoenix Safe House is our emergency shelter program, where women and their children are provided with safe shelter and wrap around supports for a period of up to 21 days. Phoenix Safe House provided services to 261 women and 246 children this past year. The Phoenix Safe House Outreach Program provided service to 58 new women during the year and by the end of the year 22 women remained in the program for ongoing supports.

Musasa House is further along on the continuum of services, providing safe, affordable housing and wrap around supports for women and their dependent children for up to one year. Musasa House provided services to 25 women and 39 children this past year. The Musasa House Outreach Program served 16 women and 42 children.

Major barriers to service have been removed with the introduction of the Housing First – Family Violence Program. This program is an important addition to our existing programs and services. Housing First allows us to serve a client population we would not have previously been able to help: women who are chronically homeless, who suffer from addiction or mental health issues and who have been impacted by family violence. Due to safety concerns, both Phoenix Safe House and Musasa House operate as “*compliance based*” programs. Women facing mental health and addictions issues may not have been able to access either of these shelters and therefore may not have received the residential supports and services they so badly need. Housing First follows a “*harm reduction*” philosophy, which allows us to get them safely housed in the community first and then provide them with the wrap around supports they need in order to achieve success and sustainability in their lives. Housing First is the final piece on the continuum of service that allows us to serve women and children, no matter where they are in their lives.

Thank you to my amazing management team and particularly Dianne Finch, who ‘steered the boat’ and ‘charted the course’ during my absence. Thank you to the Board for their continued

guidance and support and of course thank you to my staff for the work you do, for the passion you show and the commitment to the cause.



Natasha Carvalho B.A. M.Sc. R.S.W  
Executive Director  
Medicine Hat Women's Shelter Society

## **OUR STAFF**

The Medicine Hat Women's Shelter Society employs 26 permanent staff and 10 relief staff. The teams include:

- The Management Team, consisting of the Executive Director, Assistant Director, Program Manager Musasa House and Program Manager Phoenix Safe House.
- The Crisis Team, consisting of 5 full time and 10 relief Crisis Intervention Workers.
- The Family Support team, consisting of 2 Family Support Workers.
- The Child Support Team, consisting of a Child Support Coordinator, a Child Support Worker and 2 Child Care Workers.
- The Outreach Team, consisting of 2 Outreach Workers and 2 Housing First Workers.
- The Household Team, consisting of 2 (1/2 time) Household Workers
- The Community Resource Team, consisting of the Public Education Coordinator, the Volunteer Coordinator and the Resource Development Coordinator.
- The Admin Team, consisting of the Officer Administrator and Receptionist.





**BURNS  
VALKENBURG**  
*& Associates LLP*  
Chartered Accountants

**PARTNERS**

\*June E. Burns, B.Comm., C.A.  
\*Todd K. Valkenburg, B.Mgmt., C.A.  
\*Brenda A. Koble, B.Comm., C.A.  
\*Janet H. Adams, B.Comm., C.A.  
Al D. Kiesman, B.Comm., C.A., C.F.P.  
\*Melanie R. Harty, B.Admin., C.A.  
\*Michael G. Baker, B.Comm., C.A.

**ASSOCIATES**

\*Rod A. Witch, C.A., M.B.A.  
R. Dale Stein, C.A.  
Lauren A. Bueckert, B.Mgmt., C.A.  
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Randi R. Perry, B.Mgmt., C.A.  
Brandon J. Koble, B.B.A., C.A.

\* Denotes CA who practices as a Professional Corporation

## **INDEPENDENT AUDITOR'S REPORT**

To the Board of Directors of  
**MEDICINE HAT WOMEN'S SHELTER SOCIETY**

We have audited the accompanying financial statements of MEDICINE HAT WOMEN'S SHELTER SOCIETY, which comprise the Statement of Financial Position as at MARCH 31, 2011, and the Statements of Operations, Changes in Net Assets and Cash Flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

*Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

*Auditor's Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the Society's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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## **INDEPENDENT AUDITOR'S REPORT (continued)**

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

### *Basis for Qualified Opinion*

Medicine Hat Women's Shelter Society derives a material amount of revenue from contributors' donations. We were not able to obtain sufficient appropriate audit evidence about the completeness of the reported amounts for donation revenue, revenue in excess of expenditure and changes to net assets because there is no direct relationship between assets or services given up in exchange for amounts received or receivable. Consequently, we were unable to determine whether any adjustments to these amounts were necessary.

### *Qualified Opinion*

In our opinion, except for the effects of the matter described in the Basis for Qualified Opinion paragraph, these financial statements present fairly, in all material respects, the financial position of the Society as at March 31, 2011 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

*Burns Volkering & Associates*

**Chartered Accountants**

Medicine Hat, Alberta  
June 16, 2011

**MEDICINE HAT WOMEN'S SHELTER SOCIETY**

**STATEMENT OF FINANCIAL POSITION  
MARCH 31, 2011**

	2011	2010
<b><u>ASSETS</u></b>		
<b>CURRENT ASSETS</b>		
Cash (Note 3)	\$ 444,566	\$ 415,572
Accounts receivable	5,945	28,622
Interest receivable	-	276
Prepaid expenses	<u>11,875</u>	<u>8,248</u>
	462,386	452,718
<b>INVESTMENTS (Note 4)</b>	291,743	271,242
<b>CAPITAL ASSETS (Note 5)</b>	<u>2,181,564</u>	<u>2,272,206</u>
<b>TOTAL</b>	<b><u>\$ 2,935,693</u></b>	<b><u>\$ 2,996,166</u></b>
<b><u>LIABILITIES AND NET ASSETS</u></b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable (Note 6)	\$ 66,129	\$ 64,084
Deferred contributions (Note 7)	96,738	15,280
Emergency housing funds held in trust	-	7,555
	<u>162,867</u>	<u>86,919</u>
<b>UNEARNED REVENUE (Note 8)</b>	23,646	22,307
<b>DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS</b>	<u>1,600,284</u>	<u>1,688,806</u>
	<u>1,786,797</u>	<u>1,798,032</u>
<b>NET ASSETS</b>		
Invested in capital assets	581,279	583,387
Internally Restricted Net Assets (Note 11)	224,253	218,023
Unrestricted net assets	<u>343,364</u>	<u>396,724</u>
	<u>1,148,896</u>	<u>1,198,134</u>
<b>TOTAL</b>	<b><u>\$ 2,935,693</u></b>	<b><u>\$ 2,996,166</u></b>
<b>CONTINGENT LIABILITY (Note 10)</b>		

**MEDICINE HAT WOMEN'S SHELTER SOCIETY**

**STATEMENT OF OPERATIONS  
FOR THE YEAR ENDED MARCH 31, 2011**

	2011	2010
<b>REVENUES</b>		
Phoenix Safe House Statement of Operations (Schedule 1)	\$ 1,115,504	\$ 1,117,781
Musasa House Statement of Operations (Schedule 2)	409,660	424,618
Housing First Statement of Operations (Schedule 3)	142,000	-
	<u>1,667,164</u>	<u>1,542,399</u>
<b>DIRECT COSTS</b>		
Phoenix Safe House Statement of Operations (Schedule 1)	33,941	29,803
Musasa House Statement of Operations (Schedule 2)	792	411
	<u>34,733</u>	<u>30,014</u>
<b>GROSS MARGIN</b>	<u>1,632,431</u>	<u>1,512,385</u>
<b>EXPENDITURES</b>		
Phoenix Safe House Statement of Operations (Schedule 1)	1,056,388	1,090,755
Musasa House Statement of Operations (Schedule 2)	413,450	422,679
Housing First Statement of Operations (Schedule 3)	137,418	-
	<u>1,607,256</u>	<u>1,513,434</u>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES FROM OPERATIONS</b>	<u>25,175</u>	<u>(1,049)</u>
<b>OTHER EXPENSES (INCOME)</b>		
Prior years' surpluses (approved) repayable	78,421	66,468
Loss on sale of capital assets	709	-
Investment Income	(4,717)	(4,908)
	<u>74,413</u>	<u>61,558</u>
<b>DEFICIENCY OF REVENUES OVER EXPENDITURES</b>	<u>\$ (49,238)</u>	<u>\$ (62,607)</u>

**MEDICINE HAT WOMEN'S SHELTER SOCIETY**

**STATEMENT OF CHANGES IN NET ASSETS  
FOR THE YEAR ENDED MARCH 31, 2011**

<b>2011</b>				
	<b>Total</b>	<b>Invested in capital assets</b>	<b>Internally Restricted Net Assets</b>	<b>Unrestricted Net Assets</b>
<b>BALANCE - BEGINNING OF YEAR</b>	<b>\$ 1,198,134</b>	<b>\$ 583,387</b>	<b>\$ 218,023</b>	<b>\$ 396,724</b>
DEFICIENCY OF REVENUES OVER EXPENDITURES	(49,238)	(20,370)	-	(28,868)
Transfer of funds	-	12	6,230	(6,242)
Purchase of capital assets	-	18,250	-	(18,250)
<b>BALANCE - END OF YEAR</b>	<b><u>\$ 1,148,896</u></b>	<b><u>\$ 581,279</u></b>	<b><u>\$ 224,253</u></b>	<b><u>\$ 343,364</u></b>
<b>2010</b>				
	<b>Total</b>	<b>Invested in capital assets</b>	<b>Internally Restricted Net Assets</b>	<b>Unrestricted Net Assets</b>
<b>BALANCE - BEGINNING OF YEAR</b>	<b>\$ 1,260,741</b>	<b>\$ 599,396</b>	<b>\$ 200,000</b>	<b>\$ 461,345</b>
Deficiency of revenues over expenditures	(62,607)	(18,060)	-	(44,547)
Transfer of funds	-	-	18,023	(18,023)
Purchase of capital assets	-	12,051	-	(12,051)
Proceeds from deferred contribution	-	(10,000)	-	10,000
<b>BALANCE - END OF YEAR</b>	<b><u>\$ 1,198,134</u></b>	<b><u>\$ 583,387</u></b>	<b><u>\$ 218,023</u></b>	<b><u>\$ 396,724</u></b>

**MEDICINE HAT WOMEN'S SHELTER SOCIETY****SCHEDULE OF PHOENIX SAFE HOUSE STATEMENT OF OPERATIONS  
FOR THE YEAR ENDED MARCH 31, 2011**

	2011	2010
<b>REVENUE</b>		
Government grants	\$ 951,820	\$ 951,821
Donations and fundraising	124,873	118,541
Amortization of deferred capital funds	18,845	20,245
Other grants and income	16,353	23,185
Interest	3,613	3,989
	<u>1,115,504</u>	<u>1,117,781</u>
<b>DIRECT COSTS</b>		
Food	22,377	15,518
Personal incidentals	3,930	4,918
Client materials and supplies	3,921	4,050
Client travel and subsistence	3,713	5,117
	<u>33,941</u>	<u>29,603</u>
	<u>1,081,563</u>	<u>1,088,178</u>
<b>GROSS MARGIN</b>		
<b>EXPENDITURES</b>		
Payroll	648,136	674,811
Administration wages	128,040	121,541
Repair and maintenance	63,625	28,853
Benefits	50,195	46,957
Amortization	32,480	31,530
Office supplies	24,321	25,008
Utilities	20,063	19,935
Program expenses	19,937	72,731
Administration benefits	12,609	9,338
Telephone and communications	11,202	14,317
Professional fees	8,987	10,536
Fundraising expenses	8,675	4,716
Facility insurance	8,034	6,148
Facility supplies	7,743	8,075
Board development and liability insurance	4,635	1,914
Training and recruitment	3,412	8,972
Vehicle expenses	2,744	3,332
Staff and board travel	1,550	2,041
	<u>1,056,388</u>	<u>1,090,755</u>
<b>NET EARNINGS (LOSS)</b>	<b>\$ 25,175</b>	<b>\$ (2,577)</b>

**MEDICINE HAT WOMEN'S SHELTER SOCIETY****SCHEDULE OF MUSASA HOUSE STATEMENT OF OPERATIONS  
FOR THE YEAR ENDED MARCH 31, 2011**

	2011	2010
<b>REVENUE</b>		
Grants and other income	\$ 173,277	\$ 170,441
Donations and fundraising	105,511	118,579
Amortization of deferred capital funds	68,590	73,172
Rent revenue	61,465	61,758
Interest	817	668
	<u>409,660</u>	<u>424,618</u>
<b>DIRECT COSTS</b>		
Client travel	616	411
Personal incidentals	176	-
	<u>792</u>	<u>411</u>
<b>GROSS MARGIN</b>	<u>408,868</u>	<u>424,207</u>
<b>EXPENDITURES</b>		
Payroll	230,193	255,143
Amortization	74,616	79,947
Benefits	22,527	20,018
Repairs and maintenance	21,254	14,449
Children's program	19,942	17,287
Utilities	15,964	16,177
Facility insurance	8,034	6,148
Professional fees	5,361	3,561
Supplies	4,719	988
Training and recruitment	2,760	1,281
Fundraising general	2,530	2,609
Facility supplies	1,927	1,561
Interest and bank charges	1,720	1,165
Administration	1,698	2,158
Vehicle	205	187
	<u>413,450</u>	<u>422,679</u>
<b>NET EARNINGS (LOSS)</b>	<u>\$ (4,582)</u>	<u>\$ 1,528</u>

**MEDICINE HAT WOMEN'S SHELTER SOCIETY****SCHEDULE OF HOUSING FIRST STATEMENT OF OPERATIONS  
FOR THE YEAR ENDED MARCH 31, 2011**

	2011	2010
<b>REVENUE</b>		
Grants	\$ 142,000	\$ -
<b>EXPENSES</b>		
Wages and benefits	75,283	-
Start Up Costs	51,146	-
Vehicle	3,992	-
Telephone	2,961	-
Office Supplies	2,659	-
Training and recruitment	1,377	-
	<u>137,418</u>	<u>-</u>
<b>NET EARNINGS</b>	<u>\$ 4,582</u>	<u>\$ -</u>

**MEDICINE HAT WOMEN'S SHELTER SOCIETY**

**STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED MARCH 31, 2011**

	2011	2010
<b>OPERATING ACTIVITIES</b>		
Cash receipts	\$ 1,599,502	\$ 1,338,964
Cash receipts from other revenue	4,717	4,908
Cash paid to suppliers and employees	<u>(1,536,474)</u>	<u>(1,440,753)</u>
	<u>67,745</u>	<u>(96,881)</u>
<b>INVESTING ACTIVITIES</b>		
Purchase of investments	(70,501)	(178,802)
Purchase of capital assets	(18,250)	(12,051)
Proceeds from maturation of investments	<u>50,000</u>	<u>159,853</u>
	<u>(38,751)</u>	<u>(31,000)</u>
<b>FINANCING ACTIVITY</b>		
Deferred contributions related to capital assets	<u>-</u>	<u>10,000</u>
<b>INCREASE (DECREASE) IN CASH</b>	<b>28,994</b>	<b>(117,881)</b>
<b>CASH - BEGINNING OF YEAR</b>	<b><u>415,572</u></b>	<b><u>533,453</u></b>
<b>CASH - END OF YEAR</b>	<b><u>\$ 444,566</u></b>	<b><u>\$ 415,572</u></b>

*“Every woman has the right to live a life free of discrimination, violence and poverty.”*

- UN Women

## Global 2010 Data Count

Armenia  
Australia  
Austria  
Canada  
Cyprus  
Czech Republic  
Ecuador  
England  
Georgia  
Germany  
Hong Kong  
Ireland  
Iceland  
Israel  
Italy



Liechtenstein  
Luxemburg  
Mexico  
Montenegro  
Nepal  
Netherlands  
Pakistan  
Portugal  
Rwanda  
Scotland  
St. Lucia  
Sweden  
United States  
Vietnam

In just one day **2,774** participating shelters from around the world helped **57,754** women and **41,900** children. On this very same day, the shelters were unable to accommodate **11,460** women and **322** children.

**4<sup>th</sup> Quarter 2010**



Global Network  
Of Women Shelters

## NOTES

The Medicine Hat Women's Shelter Society gratefully acknowledged the support of the following major sponsors:

