



Social Return On Investment (SROI) Case Study: Mary Dover House

Investing to strengthen society

Fast Facts

About the YWCA: YWCA has been serving Calgary women and their families for almost a century. YWCA provides programs that help stabilize the lives of women and their children in need by supporting them to develop skills and abilities so they are able to contribute and benefit from healthy communities. Areas of focus include Domestic Violence Prevention, Homelessness & Poverty Reduction, Child & Family Intervention and Community Health & Wellness.

Web site: www.ywcaofcalgary.com

Subject of SROI: Mary Dover House

SROI Overview: YWCA Mary Dover House is a supported transitional housing service, which also enables residents to access job and parenting skill development through the YWCA.

Five-year weighted average SROI: \$1:\$2.70

SROI Partners: Calgary Urban Projects Society (CUPS), Victoria Order of Nurses (VON)

By the Numbers (2007):

- 253 women were residents (emergency dorm & transitional housing combined)
- 206 women accessed transitional housing
- Average stay in transitional housing was 3.7 months
- 104 children were residents with their mothers
- Of the 184 women who reported annual income, 158 (86%) reported less than \$15,000 year
- Residents accessed 3,935 hours of group and individual counseling
- 786 volunteer hours were donated by 133 volunteers

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“A woman shouldn’t have to chose between housing and abuse.”

- Carolyn Goard, Director of Services, YWCA Calgary

Background on Mary Dover House

Mary Dover House provides safe and affordable housing for women and their children who are in crisis or transition.

Experiencing domestic violence is often the reason that a woman seeks shelter for herself and her family. In Calgary, many women will return to an abusive relationship as a result of the lack of affordable housing.

Mary Dover House has six on-site emergency beds and 82 transitional beds. Private and shared accommodation is provided for up to one year for women and their children, depending on need and availability. With residency, women can access the continuum of YWCA services targeted at reducing homelessness and local poverty.

Social Value Created

Mary Dover House residents have an opportunity to become emotionally and economically self-sustaining. As a result, their need for emergency response systems such as the police, emergency medical services (EMS) and emergency shelters is significantly reduced, if not completely eliminated.

Their families are stabilized and no longer require the involvement of child welfare. This means that essential and scarce

services such as the police, EMS etc., can be more readily available to other Calgarians in need.

Mary Dover House residents access YWCA programs that seek to develop new skills and much-needed confidence to enter, or re-enter, the workforce. Women that transition into employment become tax-payers,

thereby contributing to the provision of the essential services that they once relied upon.

Mary Dover House residents not yet ready to work move to secure and stable subsidized housing, enabling them to keep their families together. The opportunity to access Parent Link contributes to important improvements in their parenting knowledge and skill.

Mary Dover House Clientele

Women residing at Mary Dover House are typically unemployed or underemployed. They have experienced numerous challenges in their lives including domestic violence, sexual abuse or exploitation, addictions, mental health and physical health issues.

Many have limited education as a result of living in poverty and/or experiencing homelessness. Many homeless women

Theory of Change

If women who are experiencing domestic violence have access to stable and secure transitional housing, they are more likely to recognize available support, access services, set goals to change their circumstances, and stay motivated in their quest to become emotionally and economically self-sustaining.

Funding provided by:



Learning with:

SIMPACT
SROI Facilitated Learning Group (07-08)

Convened by:



access social assistance but their income remains below the poverty line and they are unable to access secure and stable housing.

Many employed women, often with children, remain in poverty and are homeless. Without secure and stable housing, steps toward greater economic and emotional self-sufficiency are even more difficult to take.

Studies clearly show the effect of poverty and homelessness on children is profound. Children who experience poverty and homelessness are at significantly increased risk of mental and physical health problems, are more likely to suffer abuse, be neglected, and ultimately to become delinquent themselves.

Links to Essential Services

Women who come to Mary Dover House are at critical

turning points in their lives. They need individualized support to achieve the goals that they themselves have identified as essential to improving their personal and familial circumstances. Residency at Mary Dover House enables routine engagement with counselors, access to skills training and the support that is often essential to a woman who will be successful in her journey toward economic and emotional self-sufficiency.

At Mary Dover House, residents are linked to the YWCA network of services. These include individual counseling, child care, courses to develop new employment skills and parenting skills and access to individualized wellness services. 57% of Mary Dover House residents reduce their reliance upon social assistance, increase their employability, become more effective parents and are better able to contribute to their communities and to broader society.

Calculating the SROI of Mary Dover House

There are four general profiles to describe the 206 women who were residents of Mary Dover House in 2007, and three types of success stories. Of the women who accessed Mary Dover House transitional housing, 57% moved into stable and secure housing, and achieved self-sufficiency.

Profile One: Single Mother, Working

The first profile represents a woman who has left an abusive situation and has children. While a resident of Mary Dover House, she secures stable housing for herself and her family (average 1.5 children) and becomes gainfully employed. For every dollar (\$1) invested in women within this profile, Mary Dover House and YWCA programs create \$2.35 in social value for the City of Calgary over a five year period. More than \$45,000 is invested in each woman within profile one, an amount that reflects the cost of their residency, the skill development programs they access and the cost of their participation in Parent Link. **Table 1** on page 3 offers a detailed description of the indicators used to calculate the SROI ratio for this group.

In 2007, 15 women achieved their goals of employment and stable housing. Mary Dover House/YWCA, the Victoria Order of Nurses (VON) and the Calgary Urban Project Society (CUPS) contributed equally to each woman's progress therefore all social value totals have been divided by three. In addition, the Calgary Interfaith Food Bank regularly supplements all Mary Dover House residents' food supply with staples such as flour, sugar and a variety of canned goods.

The SROI calculation specific to profile one includes the

value created through learning skills that lead to employment in addition to the intangible value of achieving increased feelings of security, self-confidence and self-esteem. It also illustrates some of the monetizable benefits achieved by removing a woman and her children from the threat of domestic abuse and of keeping a family together. The successes of the 15 Mary Dover House

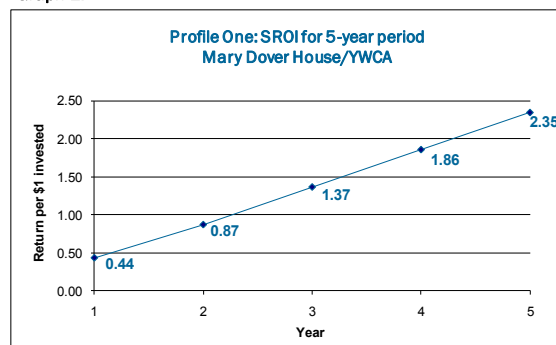
residents representing profile one in 2007 have created social value by diverting the need for more than \$5.5 million in essential services in Calgary alone. These services can now be deployed to others in need.

As outlined below, the social value created has been projected over a five year period because these women would have remained in the same state of crisis or near-crisis

indefinitely, had they not become a resident of Mary Dover House and accessed the services offered through the YWCA, CUPS and VON. As calculated below, statistics suggest that these women will live in subsidized housing for the first two years, and then their income will be high enough such that they will no longer require housing subsidization at all.

For these 15 women, the investment made in Mary Dover House and YWCA programs in 2007 contributed to creating

Graph 1:



\$4.8 million in social value. \$1.6 million can be attributed to the role of Mary Dover House & the YWCA.

Compared to an investment of \$684,430, the five year social return on investment (SROI) ratio grows from 1: 0.44 to 1: 2.42, which is \$2.42 of social value created for every one dollar invested.

Table 1:

Profile One: Single Mother, Working Social Value Calculation: Five Year Period (One Woman Only)								
SROI Indicators Included:	Indicator Code	Total Value YR 1	YR 2	YR 3	YR 4	YR 5	Notes	
1	Child welfare	CSP	\$27,375	\$28,059	\$28,761	\$29,480	\$30,217	only daily costs (\$50/ 1.5 children per day)
2	Police calls	CSP	\$1,875	\$1,922	\$1,970	\$2,019	\$2,070	3 calls/yr @ \$625 /call
3	Police investigations	J8	\$3,645	\$3,736	\$3,830	\$3,925	\$4,023	3 investigations @ \$1,912
4	Hospitals - Emergency	H4	\$840	\$861	\$883	\$905	\$927	3* \$231 per visit
5	Hospitals - 3 day-stay	H1	\$1,500	\$1,538	\$1,576	\$1,615	\$1,656	3* \$1,038/day
6	EMS Calls	CSP	\$2,259	\$2,315	\$2,373	\$2,433	\$2,494	3*\$342 per call
7	Social Assistance	F3	\$7,188	\$7,368	\$7,552	\$7,741	\$7,934	monthly support: \$578 (1 adult 1.5 children) *12
8	Subsidized housing	HSE1	-\$3,600	\$3,690	\$0	\$0	\$0	LESS - \$317 (subsidized housing) * 12 - TWO YRS only
9	Total income is \$26,880. Increased income is:	ICI	\$16,092	\$20,700	\$24,636	\$24,366	\$24,975	\$14/hr * 40 hours*48 weeks (= \$26,880 total income) LESS (-) support payments (\$10,992) Increased wages to \$16 in year 2 and \$18 in years 3-5.
10	Taxes paid	F2/C3	\$3,737	\$3,830	\$3,926	\$4,024	\$4,125	AB - exempt on first \$15,435, and 10% on remaining = \$1,145 + Federal after \$9,600 @ 15% = \$2592
Profile One: Single Mother, Working SROI Summary: Five Year Period (One Woman Only)								
A	Social value created annually:		\$60,911	\$74,019	\$75,507	\$76,508	\$78,421	Calculated to reflect inflation @ 3.2%.
B	Social value created per woman (Mary Dover House (MDH) portion):		\$20,304	\$24,673	\$25,169	\$25,503	\$26,140	Interest rate notes: Return rate approximate to a CDN 5 year retail bond return (3.2%)
C	Present value of social value created per woman (over 5 years, MDH portion):		\$110,555					
D	Total YWCA investment per woman (occurs in YR1)		\$45,629					
Profile One: Single Mother, Working SROI Summary: Five Year Period (15 women)								
A	Social value created annually - 15 women		\$913,665	\$1,110,285	\$1,132,605	\$1,147,620	\$1,176,317	Total of above, for 15 women.
B	Social value created 15 women (Mary Dover House (MDH) portion):		\$304,555	\$370,095	\$377,535	\$382,540	\$392,106	Total of above, for 15 women.
C	Present value of social value created for 15 women (5 YRS, MDH portion):		\$1,658,328					Total of above, for 15 women.
D	Total YWCA investment in 15 women (occurs in YR1)		\$684,435					Total of above, for 15 women.
E	SROI attributed to MDH / YWCA (over 5 years)		0.44	0.94	1.44	1.93	2.42	

CSP = Citable source in process, currently from reliable source.

ICI = Individual Case Study Indicator, the data collected for this indicator is specific to this case study

Profile Two: Single Mother, Not Working

The second profile of success relates to the group of women who escape an abusive situation, secure stable housing themselves and their families (1.5 children on average), but do not immediately move into employment.

In 2007, 17% of Mary Dover House residents represented profile two and successfully moved into a more stable and secure situation. These 43 women accessed parenting skills training through Parent Link. An investment of \$619,685 was made in providing services to this group, which resulted in an SROI ratio of 1 : 4.43 or a \$4.43 return on every one dollar (\$1) invested.

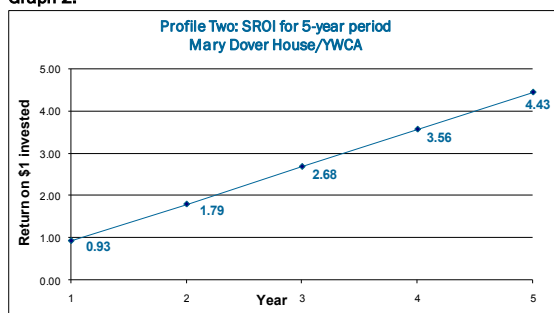
The total social value created by assisting these women to move into secure and stable housing, is more than \$8.2 million. As with profile one, the social value of the achievement of the women within profile two was projected over a five year period. The

total was again divided among three partners, with the portion attributed to Mary Dover House and the YWCA at \$2.7 million.

The higher SROI ratio is a factor of the larger number of women within this profile and that these women are not accessing job skills training. The individual investment is approximately one-third of that required for profile one. The SROI calculation reflects the reality that many crisis-oriented services provided by the City and Province are no longer drawn upon. It does not include increased income or taxes paid as a result of an increase in earned income. The

assumption has been made that the family remains in subsidized housing indefinitely.

Graph 2:

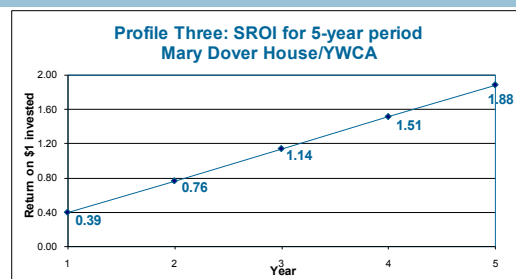


Profile Three: Single Woman, Not Working

The third profile of a Mary Dover House success story represents a group of 85 women that have no dependents and demonstrate a variety of concerns that range from having experienced abuse and poverty, to health issues that range along a wide spectrum.

In 2007, \$914,940 was invested into assisting the women within this profile to find safe and secure housing, creating social value that grows from \$0.39 in year one to \$1.88 by year five.

Graph 3:



Profile Four: Woman Not Transitioned

The life circumstances of the women who require transitional housing are complex. Despite the difficulties and hardships within their previous circumstances, not every woman will be ready to progress to the next step, even when presented with the combination of support and services offered by Mary Dover House, the YWCA, CUPS and VON. In 2007, 43% of 206 women did not successfully transition to secure and stable housing. There were 86 women within this profile and \$813,946 was invested in their efforts.

However, Mary Dover House / YWCA must be ready and able to invest in the possibility that every woman in crisis will successfully transition into profile one, two or three, in the hope of minimizing those who remain in profile four. For that reason, the cost of investing in the fourth profile has been added to the cost of investment into the first three profiles, in proportion to the number of women in each profile. That provides a more complete picture of annual investment into transitional housing, new job skills and strengthening parenting skills offered too all Mary Dover House residents in 2007.

Conclusion

In order to portray a full picture of the social value created by Mary Dover House and the YWCA, the investment made into all four profiles has been accounted for. The investment made in the women of profile four (women who did not transition into secure and stable housing) has been added to the amount invested to achieve the successes of profiles one, two and three.

As the three profiles of women are different, the 5 year SROI ratios are 2.35, 4.43 and 1.88 respectively. The weighted average of SROI ratios across the three profiles of women transitioned to secure and stable housing in 2007 through Mary Dover House is 2.70.

Graph 4:

