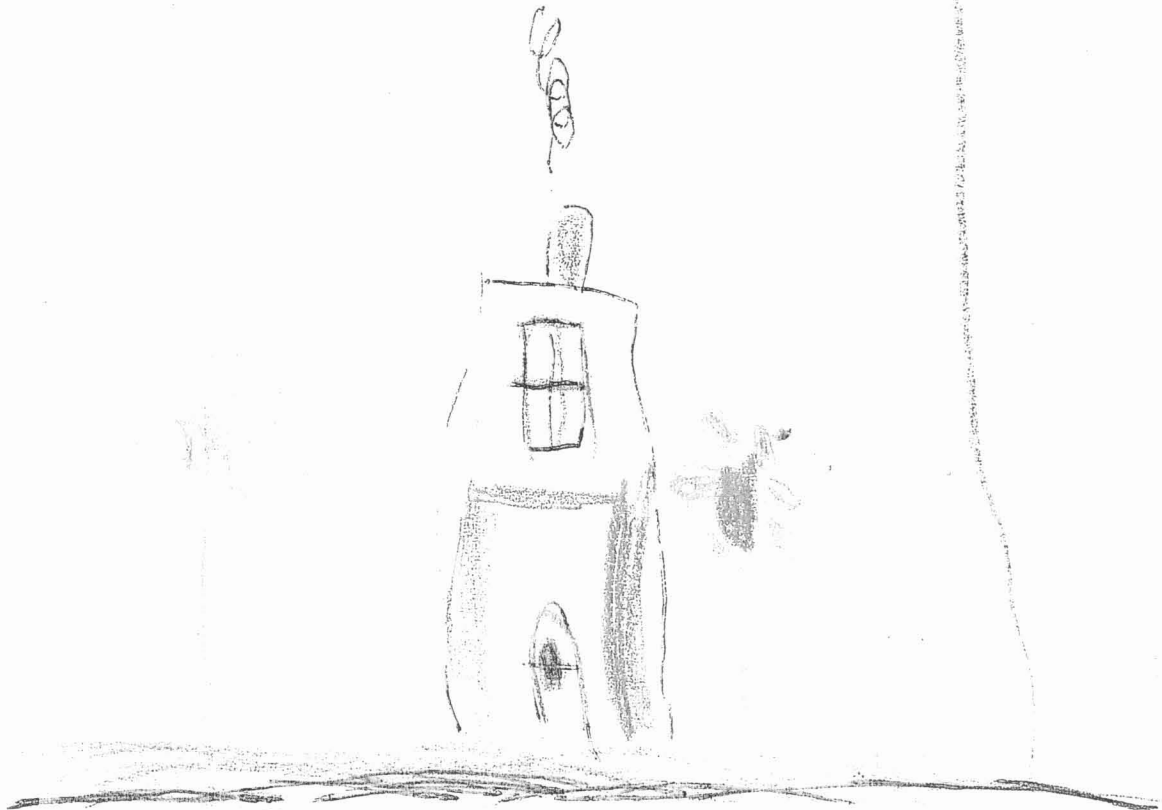


**A Place to Sleep,  
Something to eat,  
and  
Somebody Who Cares**



Handwritten scribbles and faint markings, possibly representing the word 'Money'.



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### Supported By:



### In Memoriam

*A Place To Sleep, Something to Eat and Someone Who Cares* is dedicated to Sherry Upright.

On a highway East of Fort Saskatchewan Alberta, around 8:30 a.m. on January 3<sup>rd</sup> 1999, fumes from a leaking gasoline container on the passenger seat of a 1990 white Honda Accord were ignited by a cigarette. The resulting explosion caused the driver to lose control of the car and it rolled into the ditch tossing both Richard Benjamin Spencer, 26, and Sherry Upright, 25, from the wreckage.

When the police came across Sherry's body they marked it up to a traffic fatality. Further investigation showed that this was anything but a simple accident. Sherry had been strangled hours before the impact jettisoned her lifeless body from its hiding place in the trunk of Richard Benjamin Spencer's car.

Sherry worked on the Quebec Street track to support herself and her daughter and played an important role in the growth of Prostitution Alternatives Counselling and Education.

Sherry's death had an immense impact on the original PACE Staff group and strengthened our commitment to working towards ensuring that no young women would have to remain on the streets due to a lack of choice.

Her name will not be added to the list of murdered and missing women in Vancouver. As of this date no one actually knows how many of the women and children from Vancouver's sex trade are missing or have been murdered. If the number of women who will die from preventable diseases, such as HIV or Hepatitis C, were added to the list it could easily number in the thousands.

This project is dedicated to their memory and to Sherry.

## Executive Summary

The purpose of *A Place To Sleep, Something to Eat and Someone Who Cares* is to:

1. Establish 20 units of safe affordable housing for young women in the survival sex trade
2. Develop a self-sustaining model for creating affordable housing which can be replicated across Canada
3. Develop and demonstrate innovative partnerships between volunteers, non profit agencies, the private sector and government which will provide permanent, supportive and affordable housing for this population.

In order to achieve these goals, Prostitution Alternatives Counselling and Education Society (PACE) will:

- Recruit and train volunteers
- Develop parameters for residents to contribute to their housing through “sweat-equity”, secure partnerships with other agencies, private sector funders and governments, and
- Document the activities leading to the establishment of safe affordable housing.

PACE has already established partnerships with several other agencies, including the Urban Native Youth Alliance (UNYA) and Save the Children Canada. Community agencies with experience in working with disadvantaged populations in the establishment of affordable housing, such as Habitat for Humanity, have offered their assistance. It is intended to obtain seed money from foundations, individuals, the private sector, and the Provincial and Federal Governments. Funding will be obtained from programs to provide housing for the homeless. The lack of supportive shelter options is consistently identified as one of the greatest barriers to permanently leaving the streets.

*A Place To Sleep, Something to Eat, and Someone Who Cares* will find sub-standard housing units, renovate them with volunteer labour and donations and make them available to young women in the survival sex trade. In the first year we will develop and implement an intensive capital fundraising campaign for the purchase of properties. These housing units can be sustained by applying the shelter allowance for those under youth agreements and young people 24 and under who are eligible for income assistance. PACE will be responsible for ensuring that income from shelter allowance is adequate to cover the rental/mortgage costs of the units. It is anticipated that lower than market rents can be obtained from landlords who have sub-standard housing units. In return for below market rents, they will obtain renovations at no cost, and a guaranteed source of rents from the tenants, who will themselves be supported by PACE and its partners. In addition, renovations can be undertaken to other types of buildings that are currently not used for housing.

Residents will receive \$50.00 to \$100.0 a month for their continued active involvement in the management, maintenance and development of additional housing units for other young women in the survival sex trade. Priority will be given to aboriginal young women in the survival sex trade.

The existing PACE office already has the potential for 6 housing units. By building on existing and potential partnerships and developing a process for “sweat equity”, 6 units could be operational within 6 months.

**Our Kids Too: Sexually Exploited Youth in British Columbia: an adolescent Health Survey, The McCreary Centre Society, 1999**

Some key findings from this survey reveal that:

Most sexually exploited youth are female

80% have been in government care

90% have been physically and/or sexually abuse

Nearly all smoke cigarettes, and about 4 in 10 began smoking before they were 9 years old.

A majority are frequent users of alcohol, marijuana, and other illegal drugs.

Nearly 8 in 10 were 13 years old or less when they first had sexual intercourse. Two-thirds had 6 or more partners.

The average age of entry into the sex trade was 13 years.

Over half have been pregnant  
Nearly half tried to commit suicide in the past year

When asked to suggest what services they would find helpful, youth in all four communities said:

Safe housing  
Education and employment opportunities  
Alcohol and drug services

## **BACKGROUND**

The past few years has witnessed a rising commitment that long-term solutions to the issue of young women in the survival sex trade must be found. All three levels of government, agencies, forums, university researchers, non-governmental organizations, studies, the private, and most importantly the youth themselves, are in agreement that the establishment of housing for this vulnerable population is a priority.

The commitment to finding new methods of intervention has recently translated into fundamental changes in the direction of service delivery systems in Vancouver. The importation and establishment of Covenant House and Habitat for Humanity's innovative shelter and housing programs demonstrates the sustainability of new models. Save the Children Canada has committed itself to establishing a national profile for the issue of youth in the survival sex trade while simultaneously supporting the efforts of local front line agencies.

The growing support for innovative grass roots agencies such as PACE Society is part of this natural evolution. We invite you to join PACE, Urban Native Youth Association,

Since 1989 The Vancouver Sun has identified at least 35 prostitutes who have been slain. If one included information from Vice Unit files and RCMP data the number increases to 60 murdered prostitutes since January 1982 - the majority of their murders remain unsolved.

In Vancouver the average age of entry is 16.5 years. 70% of adult sex trade workers begin before their 18<sup>th</sup> birthday and 25% start at age 14 or earlier.

- John Lowman, SFU  
Criminology

Internationally, "The average age of entry is 13 years"- M.H. Silbert and A.M. Pines, Victimology. An International Journal

No part of the Canadian population suffers as high a rate of murder as women trapped in street prostitution. "Women known to have been involved in street prostitution are murdered at a rate somewhere in the region of sixty to one hundred and twenty times the rate at which non-prostitute women are murdered."

- John Lowman and Laura Fraser. "Violence Against Persons Who Prostitute: The Experience in British Columbia

Save The Children Canada and a growing list of others in the development and establishment of an innovative pilot project that will provide much needed housing for young women in the survival sex trade.

### PROJECT GOALS:

1. To establish up to 20 units of cost-effective, long-term, safe, and affordable housing for young women in the survival sex trade over the next three years.
2. To create a new and innovative 'made in Vancouver' solution for opening self-sustaining long-term affordable housing for this population that can serve as a model for communities throughout Canada.
3. To establish and demonstrate the effectiveness of this model for community partnerships between the volunteer sector, non-profit service agencies, foundations, the private sector, Federal, Provincial, and Municipal representatives that are committed to finding long term, cost-effective, solutions to the issue of young women in the survival sex trade.

### OBJECTIVES:

1. Over the next three years PACE will recruit and train volunteers (with an emphasis on the involvement of skilled tradeswomen) to work with young women in the survival sex trade to establish up to 20 units of safe affordable housing. The young women (under 24 years of age) will invest 'sweat-equity' by renovating their own apartments in exchange for a 3-year lease. In exchange for continued involvement in the renovation of units for other young women they will also receive from \$50 to \$100 a month. The benefits of involvement in a peer culture in tandem with a below shelter allowance rental rate will extend far beyond the creation of affordable housing stock.

**Out From the Shadows: the International Summit of Sexually Exploited Youth**

**DECLARATION**

We, the sexually exploited child and youth delegates gathered in Victoria, Canada, for *Out From the Shadows: the International Summit of Sexually Exploited Youth*, declare the following:

We declare that the term child or youth prostitute can no longer be used. These children and youth are sexually exploited and any language or reference to them must reflect this belief.

We declare that the commercial sexual exploitation of children and youth is a form of child abuse and slavery.

We declare that all children and youth have the right to be protected from all forms of abuse, exploitation and the threat of abuse harm or exploitation.

We declare that the commercial exploitation of children and youth must no longer be financially profitable.

We declare that all children and youth have the right to know their rights.

We declare that the issue of child and youth sexual exploitation must be a global priority and nations must not only hold their neighbors accountable but also themselves.

2. An intensive capital fundraising campaign will be initiated in order to purchase the properties. Banks, foundations, and private individuals will offer extended mortgages to PACE Society that equal the amount of revenue received from the young women that will reside in the housing project thereby creating a revenue neutral project. Over a period of time the invested equity will be devoted to establishing additional housing project for other groups in the survival sex trade (boys, transgendered, adult women, women with children....).
3. To comprehensively document the results and place them on the PACE web site (opening October 1st). There will be an emphasis placed on gaining input from all partners. Historically the funding recipient reports on the outcomes of the project to the funder. We will encourage the funders to not only actively involve themselves (in the belief that they have more to offer than just money) in establishing the project but to identify what works and to immediately implement it.

**SPONSORING ORGANIZATION**

PACE Society was founded on March 10, 1994 by a group of former prostitutes, led by Paige Latin, who recognized the lack of specific services available to individuals engaged in prostitution. PACE is dedicated to creating a caring and judgement free environment where individuals can make a free choice regarding their lifestyle. Programs, services, and support respect the individuals needs and decisions. PACE is dedicated to reducing harm and abolishing conditions that lead to prostitution.

In 5 years PACE has grown from a small volunteer-run organization, operating out of Paige Latin's one bedroom apartment, to an award winning and nationally recognized service for individuals in the survival sex-trade.

We declare that governments are obligated to create laws which reflect the principle of zero tolerance of all forms of abuse and exploitation of children and youth.

### Convention on the Rights of the Child

Canada formally ratified the United Nations Convention on the Rights of the Child on December 13, 1991. The 3 following articles from the Convention directly address the sexual exploitation of youth.

#### Article 34

1. State Parties undertake to protect the child from all forms of sexual exploitation and sexual abuse. For these purposes, State Parties shall in particular take all appropriate national, bilateral and multilateral measures to prevent:

The inducement or coercion of a child to engage in any unlawful sexual activity;

The exploitative use of children in prostitution or other unlawful sexual practices;

The exploitative use of children in pornographic performances and materials.

#### Article 35

State Parties shall take all appropriate national, bilateral and multilateral measures to prevent the abduction of, the sale of or traffic in children for any purpose or in any form.

#### Article 36

State parties shall protect the child against all other forms of exploitation prejudicial to any aspects of the child's welfare.

**Ignorance is no defense before the law**

## Outreach/Crisis Intervention

PACE operates a comprehensive outreach program designed by a group of youth involved in the survival sex-trade. The goal of the outreach program is to make non-judgmental and significant contact with youth in the survival sex-trade in order to assist them to leave the streets.

## Community and client support

- Individual counseling, referrals, and advocacy
- Individual support with setting and attaining goals
- Referrals to support groups
- One-on-one assistance with education, employment and skills training programs
- Emergency moves with a police escort when youth are escaping pimps
- Working with neighbourhoods to identify and implement long-term sustainable strategies to address the impact of the sex-trade on their community

## Advocacy

- Referrals and support service regarding legal, medical, education and housing
- Assistance with welfare, daycare, family issues
- The paid and volunteer Advocates at PACE are frequently former clients and peers.

## Education

- Information seminars and presentations given to service groups, organizations, community groups, students and professionals

## Prevention

PACE has established a broad based community partnership and is establishing a best-practices program to prevent the recruitment of high-risk young women who are currently incarcerated.

## Research

- Quantitative research that examines violence against young women at risk and women in prostitution and the police response to this violence.
- Qualitative research on young women trapped in the survival sex-trade.

+ Housley



In British Columbia, from 1997/98 to 1998/99 there was a 20% increase in youth appearing before the Courts. Nationally, trends show that the proportion of female youth appearing before the court has risen slowly from 18% of cases in 1992/93 to 21% in 1997/98.

-Youth Court Statistics, Statistics Canada 1999

The reliance of criminal justice and social service agencies, in Vancouver, on apprehension and/or arrest to respond to youth in the survival sex trade and addiction encourages the involvement of youth in the survival sex trade. Vancouver's reliance on a 'crime-control' model and fewer available youth shelters and drop-in centres than Toronto force street youth to spend more time on the street which in turn leads to more exposure to peer tutelage in crime and to encounters with police.

Young women begin exposed to others who work in prostitution increases the likelihood of their involvement. "Eighty-six per cent of youth who received frequent offers of assistance did work in the sex-trade, compared to 25% of youth who rarely received offers."

McCarthy, Hagan, *Mean Streets: Youth Crime and Homelessness, 1995*

- A community standards questionnaire on prostitution; over 300 responses have been collected to date.
- With support from the B.C. Attorney General, PACE held The Vancouver Sexually Exploited Youth Forum: a focus group of over 35 sexually exploited youth that collected their input on solutions to problems they identified.

### Awards/Evaluations

PACE Society received the Mount Pleasant Agency of the Year Award in 1998. In 1996, the Ministry of Social Services' (now Ministry of Children and Family) independent evaluation of the Vancouver Action Plan (VAP) for sexually exploited youth recommended that:

*"...PACE, is notable within the continuum of VAP component services for its complete focus on youth who are clearly and currently involved in street prostitution. As such it is the only project that has this as its central mandate and sole service mode. The project has not been evaluated, though it has consistently evaluated itself through systematic written feedback from its clients. It appears to the evaluators to be quite effective in identifying, contacting, and supporting young people (mostly women, of course) who are engaged in prostitution.*

*... we believe that the PACE model seems to be a good one for direct services to this highly specialized and very vulnerable target group. As such we believe that expansion of this type of precisely targeted, multi-faceted service (regardless of who is delivering it) could be of real benefit to youth whose primary source of economic survival at this point is prostitution."*

*(REPORT OF THE FINDING FROM THE EVALUATION OF THE VANCOUVER ACTION PLAN ON SEXUALLY EXPLOITED YOUTH (VAP), 1996)*

PACE was also twice highlighted in the recent **FEDERAL/PROVINCIAL TERRITORIAL WORKING GROUP ON PROSTITUTION** report. However, the most important recognition that we receive is found in the letters and calls from former clients and parents whom we have helped.

## **RESULTS OF THE VANCOUVER SEXUALLY EXPLOITED YOUTH FORUM**

### **Police/Enforcement**

It was felt that police and enforcement services often do not believe, respect or follow-up on complaints of rape or assault from sexually exploited youth and that arresting or apprehending youth is not effective in keeping/helping them leave the streets.

### **Recommendation:**

That the police also receive training on working with sexually exploited youth and abandon arresting/apprehending youth in favor of protecting them from rape and assault.

### **Adolescent Services Unit**

While it was recognized that ASU is a relevant resource for street-kids it was felt that it offers little for youth in the survival sex-trade. Being brought in by the police is ineffective and creates an atmosphere of mistrust. Constant questioning about "who is your pimp" and "how long have you been working" makes ASU an unsafe place.

### **Recommendation:**

Access to services must be voluntary and focus on helping the youth rather than arresting the pimp. ASU could achieve this through greater co-operation with existing agencies rather than the police. D.E.Y.A.S., S.Y.S., PACE, and the Street Nurses were identified as relevant resources that A.S.U. should work closer with.

### **Necessary Services**

Youth in the survival sex-trade are not necessarily street kids. Services for street kids are not necessarily relevant for sexually exploited youth. Counseling, safe houses, training, and more outreach specific to sexually youth must be established. All of these must be integrated to ensure a relevant and effective continuum of services.

## **VOLUNTEERS, PARTNERSHIPS, & COMMUNITY INVOLVEMENT**

Broad based involvement by volunteers, partnerships with organizations that have expertise or skills that PACE does not possess, and the inclusion of the broader community (the private sector, foundations, governments and committed individuals) is the most critical element to ensure the success of this initiative. Supplying housing, no matter how affordable, is not a golden bullet that will magically transform the lives of young women in the survival sex trade. Even if we were able to supply safe and affordable housing to all of the young women in the survival sex trade the wide variety of issues would overwhelm the capacity of any single agency. Above and beyond a lack of safe and affordable housing young women in the survival sex trade face a wide variety of other issues:

- Substance management issues
- Lack of education
- Little or no employable skills that can be listed on a resume
- Health issues ranging from HIV, HEP C, endocarditis, to pelvic inflammatory disease
- Mental health issues such as depression and suicide
- Family reunification
- Overcoming barriers to establishing healthy social relationships

In 1994-95, 41% of [youth] cases with a conviction involved repeat offenders. About one-quarter of the repeat offenders were persistent re-offenders with three or more prior convictions.

(Statistics Canada, 1996)

In Vancouver six years prior to 1996 only 6 men were charged under Section 212-4 with procuring children for sexual purposes; in the same period 354 youth were charged with soliciting. In between 1991 and 1995, 60 known female prostitutes were murdered in Canada.

- Canadian Centre for Justice Statistics/John Lowman

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- Canadian Centre for Justice Statistics/John Lowman

In the first three months we will actively solicit the involvement of established agencies with experience in the development and implementation of housing for marginalized populations. We will also work to ensure the continued involvement of groups with experience working on the issues listed above.

### VOLUNTEERS

The existence of PACE Society is testament to what a group of volunteers can achieve when offered the opportunity to participate in something where they can have a meaningful impact on an individual's life.

We are confident that *A Place to Sleep, Something to Eat, and Somebody to Care* can serve as a model for recruiting, training and recognizing volunteers in working with the most highly marginalized populations. We will be actively recruiting volunteers, with an emphasis on enlisting skilled tradeswomen, to work with young women in the survival sex trade on the creation of affordable housing.

"It is evident among the incarcerated group of young women (1) that there are 12 year olds on the streets selling their bodies to support heroin and crack cocaine addictions; (2) that the majority of young women receiving a custodial sentence are serving time for minor violations; (3) a substantial number of young women are returning to custody within three months of their release (43%); and (4) that there are very few effective non-custodial policy initiatives that are available for this group of young women."

"...it appears that there is a consensus among researchers and policy-makers that incarceration is morally wrong and not a very effective use of already under-funded resources for young women."

-Raymond R. Corrado et al. *The Incarceration of Female Young Offenders: Protection For Whom?* 2000

**PACE has recently joined Volunteer Vancouver and is soliciting support to establish a:**

- **Volunteer training program**
- **Database of available volunteers and**
- **Strategy to attract and maintain an active volunteer base.**

### **PARTNERS**

#### **URBAN NATIVE YOUTH ALLIANCE (UNYA)**

**For the increasing numbers of young aboriginal women on the streets of Vancouver the effects of cultural dislocation, intergenerational welfare dependency, substance abuse and involvement in the sex trade make the implementation of effective and relevant interventions that much more difficult.**

**UNYA is a society that has served the Greater Vancouver Area for the past 7 years and has developed an excellent standing within the community. The majority of the services proved are focused on youth between the ages of 11 to 24 years. UNYA began as a means of dealing with issues around the need for pre-employment training and has expanded to meet other needs and concerns within the Aboriginal Community. Among the programs that UNYA offers are:**

#### ***Aries Alternate School***

**The Aries Alternate School is a program for Aboriginal street youth that are not attending regular public school. The youth involved in the Aries project must have**

made a conscious decision to turn their lives around. Aries is open to youth between the ages of 13 to 19 years that have been involved in a street lifestyle.

#### *Youth Outreach*

The Outreach is prevention and intervention program aimed at helping youth between the ages of 11 to 15 years stay away from, or move away from a street lifestyle. One of the goals of this program is to help youth become aware of the risks and dangers of street life before they become entrenched.

#### *Safe Houses for Street Youth*

Two projects provide a safe and stable environment for youth 16 – 24. It is a place of comfort to help them make the first move from the street. Youth are directed to the appropriate agencies to receive the best of the services available to them. The Safe Houses provide a place for re-unification of Native youth with their community and tradition where appropriate.

#### *What they bring:*

The PACE housing project will supply long-term safe and affordable housing for young aboriginal women who have made the first move from the street by accessing UNYA safe houses. Staff at UNYA would also continue to supply key support and resources for these young women once they have moved into the PACE project.

No matter how good any project is, if no one knows about its existence, it is as if it never happened.

SAVE THE CHILDREN CANADA will not only support the development and implementation of this project but upon its completion will support organizations throughout Canada in adapting this model in their own communities. They are an international organization dedicated to improving the lives of the most needy children

in Canada and overseas, regardless of race, sex, colour or religious affiliation. It is committed to achieving the objectives of the United Nations' Declaration of the Rights of the Child and implementing those rights.

*What they bring:*

With over 80 years of service and an international reputation Save the Children Canada recognizes the need to support implementable strategies to respond to the issue of youth in the survival sex trade.

#### THE PRIVATE SECTOR

Partnerships with the private sector is not so much a question of establishing new models as it is the need for re-establishing or reinvigorating a sense of community. Twenty to thirty years ago unions or service agencies like the Rotary or Kiwanis built the buildings, bought the dialysis machines and donated their personal time and abilities to worthwhile causes. The owner of a hardware store donated materials. A lawyer helped an agency or community group incorporate. The real estate agent helped to buy the property. The salesman helped develop materials for raising funds.

The concept of private and public sectors was neither as well developed nor the lines between the two as sharply drawn as now. The 1960's and 70's saw the specialization of social service systems and the rise of a professional class of 'community leaders'; while the '80s and '90s saw an explosive growth in the role and power of non-governmental organizations (NGOs).

Service agencies and other 'community leaders' all compete for money and the role of the individual has been diminished, if not extinguished. This project is an answer to the frustration of people who want to help, but don't want their contribution to their community to be reduced to simply signing a cheque without directly seeing what

impact their money will have. Not only will people be able to donate funding but we will also actively encourage them to share their expertise and abilities by volunteering their time in building/renovating the housing.

Given the opportunity the private sector and individuals would be excited to be involved with a project that is:

- ◆ A unique program with a demonstrated capacity for flexibility.
- ◆ Willing to make use of the skills and abilities of individuals and organizations – not just their dollars.
- ◆ Committed to developing a sustainable project that won't solely rely on ongoing funding.
- ◆ Proactive rather than simply reactive – changes conditions and not simply reacts to them (to solve rather than help).

### COMMUNITY INVOLVEMENT

#### **HABITAT FOR HUMANITY CANADA (VANCOUVER)**

Habitat for Humanity Canada (Vancouver) has agreed to assist this project through allowing us access to any of their excess donated building materials and will encourage volunteers that they do not have room for. Their model of using volunteers, donated labour and materials and striving to ensure that the projects are as fiscally self-sustaining as possible is an overlooked and underutilized model that could be easily adapted to meet the needs of young women in the survival sex trade.

Habitat for Humanity Canada works with those in need of adequate shelter. The shelter recipients work side-by-side with volunteers from all walks of life to build simple, decent houses. The houses are built with no profit added and no interest charged, with the money coming from the new homeowners' house payments, donations and no interest loans provided by supporters. Even with the involvement of volunteers, partners, the private sector and community agencies there is still a need for the

involvement of the:

### GOVERNMENT

Partnerships are where each side receives benefit through cooperating on an initiative. All three levels of government would reduce or waive taxes, fees, and charges to permit the creation of this project. Indirect savings will accrue to all three levels through reduced hostel use, lower welfare caseloads, lower rates of young women in care, and a reduced demand on the health care system, especially emergency care.

#### MUNICIPAL: CITY OF VANCOUVER

The City of Vancouver is one of the few municipalities that has consistently supported the development of non-profit housing. In the first year there will be no request for capital assistance although their demonstrated expertise and input will be invaluable to the success of this project.

#### PROVINCIAL: MINISTRY OF CHILDREN AND FAMILIES: YOUTH AGREEMENTS

Youth agreements are legal contracts between the ministry and high-risk youth between the ages of 16 and 19 who can't live at home or have no parent or other person willing to help them. This program is only open to youth with:

- ◆ Serious behavioural or mental health problems.
- ◆ Severe substance misuse or addictions.
- ◆ Homeless AND not attending school, not working or not participating in a rehab program.
- ◆ *Involvement in the sex trade.*

The youth only receive around \$500.00 a month. Regardless of how much support is available the ability to not only survive but to overcome any one of the above issues is severely hindered by the lack of affordable housing. **A Place To Sleep, Something to Eat, and Somebody Who Cares** could meet the needs of youth agreement



participants throughout the lower mainland who are involved in the survival sex trade. Attached to the youth agreement program is new staff to deliver services including drug and alcohol counsellors, outreach workers and youth support workers. These support services will co-ordinate a continuum of services to assist young women in making the transition from the sex trade and off the streets.

### **WORK PLAN/OUTCOME MEASUREMENTS/YEAR ONE**

Year one is dedicated to both finalizing a model for recruiting, training and recognizing volunteers, establishing housing for young women leaving the survival sex trade and opening the first site. The PACE office is already located at a site with up to six potential units. Every two months a report including the outcome measurements will be submitted to funders, Housing Projects Development Committee members, partners and other interested individuals.

#### **FIRST THREE MONTHS:**

#### **PROJECT DEVELOPMENT**

Further develop the vision  
 Name the coordinating committee  
 Identify and recruit additional skills needed  
 Solicit community support  
 Develop capital and program needs  
 Project capital and operational costs  
 Formally recruit development team  
 Recruit volunteers (an emphasis will be placed on recruiting skilled tradeswomen) and develop a training program  
 Enlist the involvement of other established agencies with skills not already represented

#### **DEVELOPMENT TEAM\***

Coordinating committee  
 Housing consultant  
 Lawyer  
 Architect/designer

**Construction trades coordinator**

**Client reps**

**Volunteers**

**Partners\*\***

**\*not all positions represented are necessary**

**\*\*An emphasis will be placed on development team member partners being represented by both a staff member and a young women with relevant experience in the survival sex trade. The young women with receive an honorarium for involvement.**

### **MONTHS FOUR TO FIVE:**

#### **Work Plan:**

1. **Begin negotiations for purchase of first site**
2. **Identify and contact potential partners, funders, additional resources, volunteers and ministries that should be involved in this project**
3. **Identify sources of funding including equity, bank loans, municipal and provincial housing**
4. **Development of budget including: land costs, construction, legal, architectural, engineering permits, inspections, construction insurance, financing costs, taxes**
5. **Develop the internal evaluation tools of base line questionnaire, and interview format**
6. **Look at other models for developing shelter options**
7. **Advertise for first applicants**
8. **Initiate programming and standards expected of residents**
9. **Develop a 'Good-Neighbour' policy**

#### **Outcome Measurements:**

1. **Report on negotiations**
2. **Report on potential partners, funders, additional resources, volunteers and ministries that should be involved in this project**
3. **Report on identified sources of funding including equity, bank loans, municipal and provincial housing**
4. **Release budget for input**
5. **Field test internal evaluation tools of base line questionnaire, and interview format**
6. **Report on relevance of other models for developing shelter options**
7. **Select first applicants**
8. **Release for discussion: programming and standards expected of residents**
9. **Distribute 'Good Neighbour' policy to community agencies and residents**

**MONTHS SIX TO EIGHT****WORK PLAN**

1. Initiate purchase of first site
2. Select and move in first tenants
3. Identify costs not recognized in initial budget
4. Collect evaluation information from young women
5. Identify costs not recognized in initial budget
6. Collect evaluation information from young women
7. Release draft document "A PLACE TO SLEEP, SOMETHING TO EAT AND SOMEBODY WHO CARES" to committee members and on web site

**OUTCOME MEASUREMENTS**

1. Report on purchase of first site
2. Report on progress of first tenants
3. Integrate costs into year two and three budgets
4. Collate data for incorporation in final report
5. Develop budgets for years two and three
6. Collate data from evaluations and release information, integrate relevant points
7. Collect input from committee and individuals on draft and revise

**MONTHS NINE TO ELEVEN:****WORK PLAN**

1. Identify properties for years two and three
2. Select and move in next tenants in year one site
3. Release draft budget for years two and three
4. Continue collecting information from first tenants and initiate data collection from second tenants
5. Release second draft of 'A PLACE TO SLEEP, SOMETHING TO EAT AND SOMEBODY WHO CARES' to committee members and on the web site

**OUTCOME MEASUREMENTS**

1. Begin negotiations for purchasing properties
2. Continue reporting on progress of first and second tenants
3. Finalize budget for years two and three with identified capital and programming costs with attendant identified funders
4. Refine data
5. Incorporate input

**YEAR ONE PROJECT COMPLETION:**

A press conference will be held to announce the official opening of the first site and 'A

PLACE TO SLEEP, SOMETHING TO EAT AND SOMEBODY WHO CARES'

will be released. The work plan/outcome measurements for years two and three will also be released.

### **COMMUNICATIONS STRATEGY**

The model for developing housing for this vulnerable population will be published at the completion of the project, for incorporation in programs throughout Canada. The PACE web-site will make the results available to international researchers, agencies and policy makers. Save the Children Canada is a national organization that has agreed to make information on this model available to organizations, foundations, business sector participants and governments throughout Canada.

### **EVALUATION:**

The project will identify a 'best practices model' by utilizing evaluative research methods including base line questionnaires, quantitative and qualitative data collection instruments and focus group methodology. The Community Services Fund has supplied us with a format that will be used throughout the developmental phase (see attachment). PACE will either be applying for funding in order to determine the long-term impact of this project on the participants or will solicit the involvement of qualified research professionals within the University community.