Coordinating Committee for Violence Against Women

Strategic Planning Workshop

March 29, 2017
Sarnia, Ontario

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Executive Summary

On March 29, 2017 the committee members, staff and special guests of the Coordinating Committee of Violence Against Women (CCVAW) met at the Shared Services Centre in the Bayview Mall in Sarnia for a highly interactive workshop facilitated by Bryan Boyle. The purpose of the session was to initiate the formulation of a strategic plan based on measurable objectives and goals to ensure that CCVAW remains strong and viable.

Participants were asked, "What are the first one or two words that come to your mind when you hear "Sarnia Lambton Coordinating Committee on Violence Against Women"? Their thoughts were focused around collaboration, operational strengths, general attributes, services offered and name.

The participants' perspectives about the current status of CCVAW were generally positive. The participants' scores displayed a concentrated positive range on the bar graph that was created.

Participants established their core values or principles that guide the behaviour at CCVAW. The values that were identified include: collaboration, commitment, knowledge, fairness, advocacy, relationships and professionalism.

Participants were asked, "How will we know that we "got it right" with a successful strategic plan?" They gave several examples within the community, within the committee as well as within member organizations.

Participants identified and prioritized some merits or positives as well as negatives or challenges that exist. Merits listed from highest level of priority include: coordination and organization, growth and sustainability, stable funding, diverse membership as well as commitment.

The weaknesses or challenges ranked from greatest need for action include: capacity of organization, community comprehension, collaboration and capacity to contribute, external support, capacity of volunteers as well as potential conflict.

Participants reflected on the implications or consequences, if any, of maintaining current approaches or "business as usual" for CCVAW without any proactive changes. Several implications were identified within the community, within the committee as well as within member organizations.

Participants suggested actions that will have a positive impact on the future of CCVAW. These actions were designed to build on the merits, reduce or eliminate the challenges and avoid the consequences of inaction, while keeping the desired outcomes in mind. These actions were clustered and organized into key areas of focus.

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The participants prioritized the key areas of focus that had been identified. Highlights of the areas of focus listed from their highest to lowest priority are:

1st: Engage Youth
2nd: Increase Intersectionality
3rd: Incorporate Technology, Especially Social Media
4th: Attract and Maintain Strong, Diverse Membership
5th: Engage Community
6th: Increase Outreach
7th: Re-invigorate Committee Support
8th: Diversify Funding

More discussion time was allocated to the three highest ranking areas of focus. Participants were encouraged to use a specific format as a guideline for their discussions. Participants developed these potential work plans to help encourage their implementation.

Participants shared their personal commitment to specific actions that would contribute to a positive outcome to this planning process.

The workshop was a productive event, where the participants were very engaged. Through their valued input, the committee members and staff present took an important step in their quest to ensure a strong and viable future for the Sarnia Lambton Coordinating Committee on Violence Against Women.

Coordinating Committee for Violence Against Women
Strategic Planning Workshop
Shared Services Centre, Sarnia, Ontario
March 29, 2017   Facilitated by Bryan Boyle

Purpose of the Session

To initiate the formulation of a strategic plan based on measurable objectives and goals to ensure that the Sarnia Lambton Coordinating Committee on Violence Against Women (CCVAW) remains strong and viable

Throughout this report whenever two or more participants (or in the cases of the discussion groups-number of groups) offered the same or very similar comments they are noted with an "x" and the number, i.e. (x3)

Welcome – Tracy Rogers, Coordinator

Introductions – Each participant gave their name, the group they represent and one interest that they have completely outside of their work and how that interest adds value to their contribution to CCVAW.

Current Perceptions
Participants were asked to share the first one or two words that come to mind when they hear "Sarnia Lambton Coordinating Committee on Violence Against Women".

Collaboration
- Working together (x2)
- Women (x2)
- Teamwork
- Networking
- Collaboration
- Membership

Operational Strengths
- Organized
- Coordinated membership
- Discussion
- Tracy

General Attributes
- Serious
- Dedicated
- Active in the community

Services Offered
- Education (x3)
- Training
- Prevention
- 25 years of working together to end violence against women and children
- Addresses trafficking of women

Name
- Name is way too long
- Mouthful
- What is that all about?

Participants' Perceptions of CCVAW

On ballots numbered from 1 to 30, participants indicated the number that most accurately describes the current status of CCVAW.

#30 = "Top of our Game": A well-coordinated, effective and financially stable organization that provides strong value and meets the needs of our community

#1 = "Dead in the Water": An uncoordinated, ineffective and financially unstable organization that provides limited value and does not meet the needs of our community

Our Perspective of CCVAW
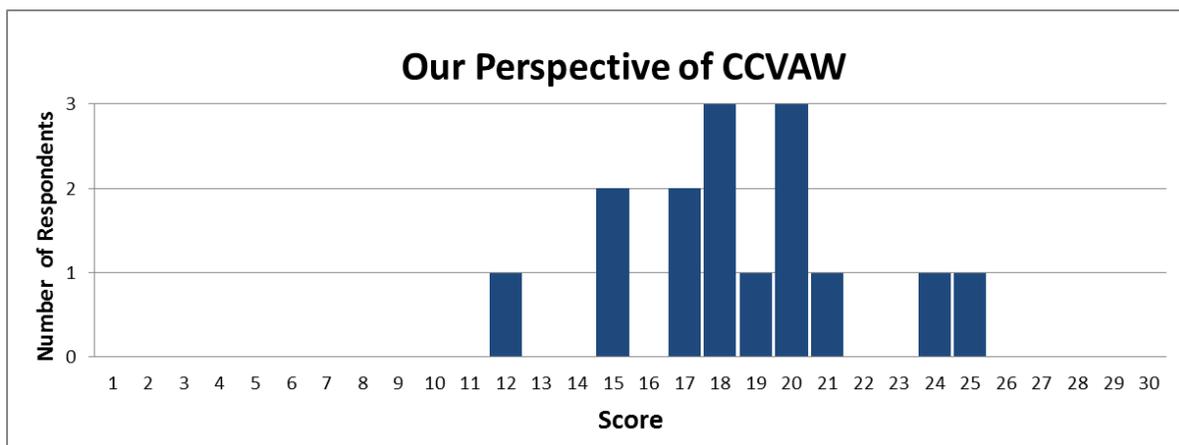
Average = 18.6

Core Values

Values are principles that guide our behaviour. Values reflect our judgment of what is important in life at CCVAW.

Participants were asked, "As a committee, in what do we really believe?"

Participants identified core values and specific examples within CCVAW's activities that demonstrate that core value.

Core Value	Demonstrated By:
Collaboration (x3)	- Meeting and working together (x2) - Active subcommittees - Group diversity and reach - Time and efforts contributed within and between organizations - Education - Engagement - Prevention - Promotion
Commitment (x2)	- To the community through outreach, education and awareness (x2) - To the team - To the cause of preventing violence against women - Advocacy - Passion
Knowledge (x2)	- Public education presentations - Collaborating to spread the word - Money invested in transmission - Empowering awareness
Fairness	- Respect others' opinions - Respect everyone's point of reference, e.g. life skill, socioeconomic - Openly share knowledge
Advocacy	Being a voice for others
Relationships	Helping each other
Professionalism	Presentations

Desired Outcomes

Within the Community
- Reduction in violence against women
- Positive feedback for committee's work
- Recognizable
- Being a known entity within the public domain
- Visibility
- Better community understanding of our committee
- Increased community awareness of our committee and our cause
- Greater impact of the organizations and their services
- Reduced stigma in the community
- Maintain the gendered analysis

Within the Committee
- Increased diversity (x3)
- Increased membership and attendance
- Signification of sub-groups or committees
- Restructured and clarified membership
- Better orientation for new faces
- Keeping up with changes
- Being inclusive
- Goals achieved
- Timelines met
- Clear vision, purpose and mission

Within Our Member Organizations
- Greater buy-in from individual organizations
- Inter-agency awareness and collaboration
- Full agency representation versus individual memberships
- Improved engagement

Merits that Exist for CCVAW

These may be strengths (any factors or conditions that are considered positive and over which we have some control, e.g., skills, expertise, involvement, etc.) or opportunities (any factors or conditions that are considered positive, over which we have little or no control but may be seized by ourselves or others, e.g., demographics, funding, political timing, etc.)

Coordination and Organization
- Coordinator
- Organized
- Streamlined referral process
- Increased collaboration at events
- Better communication within agencies

Growth and Sustainability
- Shared purpose
- Longevity
- Youth engagement opportunities
- Identifying key populations yet to be included

Stable Funding
- Ministry of Community and Social Services (MCSS) funding
- Increased funding

Diverse Membership
- Diversity (x3)
- Open to diversity
- Partners

Commitment
- Collective strengths and contributions
- Wisdom
- Willingness
- Experience
- Effort
- Will
- Enthusiasm
- Dedication
- Knowledge of our community

Participants summarized and prioritized the merits with the following results:

Rank	Merits	Total Score
1st	Coordination and Organization	32
2nd	Growth and Sustainability	22
3rd	Stable Funding	16
4th	Diverse Membership	14
5th	Commitment	6

Challenges that Exist for CCVAW

These may be either weaknesses (any factors or conditions that are considered negative and over which we have some control, e.g., inactivity, lack of direction, lack of citizen support, etc.) or threats (any factors or conditions that could negatively impact us, over which we have little or no control, e.g., political climate, municipal, national or world conditions, etc.*)*

Capacity of Organization
- Engaging organizations (x2)
- Fluctuating membership and attendance
- Recognizing the value in the agencies
- Time

Community Comprehension
- Lack of community understanding of violence against women
- Stigma

Collaboration and Capacity to Contribute
- Lack of central calendar of events
- Agency supporting each other, e.g. event promotion

External Support
- Funding reduction
- Loss of funding
- Change in government mandates
- Lack of political presence

Capacity of Volunteers
- Apathy
- Lack or change of commitment
- Burnout

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Potential Conflict
- Fragmented
- Diversity
- Conflict of different agendas

Participants summarized and prioritized the weaknesses or challenges with the following results:

Rank	Challenges or Weaknesses	Total Score
1st	Capacity of Organization	23
2nd	Community Comprehension	20
3rd	Collaboration and Capacity to Contribute	14
4th	External Support	13
5th	Capacity of Volunteers	8
6th	Potential Conflict	6

Consequences of Inaction

Participants were asked, "What are the implications or consequences, if any, of maintaining current approaches or "business as usual" for CCVAW without any proactive changes?"

Within the Community
- Loss of public awareness (x2)
- Victims are no longer adequately serviced
- Services are not utilized
- No commitment to the cause
- Decline in cultural advances

Within the Committee
- Going in the wrong direction (x2)
- Risk losing funding (x2)
- Loss of membership
- Loss of accountability for funding
- No focus for the future
- Collapse of the committee

Within Our Member Organizations
- Lose collaboration within and between our agencies (x2)
- No partnership building

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Participants' Suggested Actions

Participants were encouraged to identify actions that they would recommend to help ensure a strong future for CCVAW. These actions are designed to build on the merits, reduce or eliminate the challenges as well as keep both CCVAW's values and desired outcomes in mind.

Key Areas of Focus

After many potential actions were identified, they were clustered into several areas of focus that could help ensure a strong and vibrant future for CCVAW. Participants confirmed or identified and then prioritized these areas of focus.

The participants prioritized these areas of focus using the following method:
Each participant was given 150 points. They were asked to allocate their points to a number of areas of focus to show their relative importance. They based their allocation on where action would have the most positive impact on the future of CCVAW.

Rank	Areas of Focus	Total Score
1st	Engage Youth	270
2nd	Increase Intersectionality	255
3rd	Incorporate Technology, Especially Social Media	245
4th	Attract and Maintain Faith Strong, Diverse Membership	195
5th	Engage Community	150
6th	Increase Outreach	145
7th	Reinvigorate Committee Support	135
8th	Diversify Funding	125

All suggested actions are listed below. They are listed by area of focus in the same order of priority as the table above.

1. Engage Youth
- Promote youth involvement on CCVAW (x2)
- Empower younger women; get some on the committee
- Be a service provider in the school boards

2. Increase Intersectionality
- Spark intersectionality practices
- Engage males
- Widen the scope of the membership to affect culture
- Promote inclusion
- Involve representation from the LGTBQ+ community

3. Incorporate Technology, Especially Social Media

- Improve our use of social media and their website (x2)
- Create a CCVAW Facebook account
- Create an online live calendar of events
- Develop a centralized communication tool, e.g. calendar
- Debunk stigma through social media
- Create a strategy for public education through social media

4. Attract and Maintain Strong, Diverse Membership

- Recruit new members
- Create a one sheet orientation document
- Develop an orientation package for new members to improve efficiency
- Develop succession planning
- Offer personal invitations and presentations for membership

5. Engage Community

- Create a more inclusive culture
- Develop opportunities for community involvement
- Engage the community through public forums on key issues
- Educate on safety when engaging with other professionals and within the community
- Increase advocacy and support for victims
- Take coordinated political positions on certain topics
- Connect and collaborate with the existing speaker series

6. Increase Outreach

- Engage in outreach to youth, mature population, First Nations, disabled, etc.
- Increase advertising
- Improve marketing and branding
- Develop, maintain and distribute swag
- Promote community events

7. Reinvigorate Committee Support

- Engage in peer support at meetings
- Share positive victim stories
- Engage in self-care and second hand trauma
- Clarify the mission of the sub-committees
- Streamline our activities, outcomes and goals
- Reconsider our name
- Engage current members
- Coordinate and plan our schedules to allow increased participation

8. <u>Diversify Funding</u>
- Increase funding

More discussion time was allocated to the three areas of focus which the participants ranked highest. Participants were encouraged to use the following format as a guideline to their discussions:

What?	Clearly defined action to help ensure a strong and viable future for CCVAW
Why?	The positive impact this action would have on CCVAW. Please note how your recommended action: • builds on a merit • reduces or eliminates a weakness • displays a core value • avoids a consequence of inaction • reaches a desired outcome
Who?	The lead person or group
Where?	Area or location where activity would be focused
When?	Reasonable and attainable timelines
How?	Recommended steps in the specific action
Resources?	Resources required (e.g. funds, materials, payment-in-kind, etc.) and who will supply these resources
Success?	Metrics or criteria that will be used to evaluate the success of this action

All of the potential action work plans identified for the areas of focus of highest priority are included below. Participants developed these potential work plans to help encourage their implementation.

The suggested action plans are provided in the same order as the ranking in the Areas of Focus table above.

1. <u>Engage Youth</u>

What?	• Promote youth involvement on CCVAW
Why?	• Diversity and growth • Address committee capacity • Improve community comprehension and stigma • Demonstrate the value of promoting change
Who?	• Committee members and their networks
Where?	• At community events

	• At meetings
When?	• A three-year plan • First Year: Develop a youth engagement plan • Second Year: Recruit youth participants • Third Year: Implement the plans and activities
How?	• Identify activities in which youth have an interest in participating such as community outreach and advocacy
Resources?	• People • Literature from Service Ontario • Feedback and positive recommendations and references
Success?	• Participation of a minimum of one youth on our committee • That (or those) youth engage in at least one community activity or advocacy activity

What?	• Improve education relating to our cause for youth in the athletic community
Why?	• Increase diversity in the membership • Empower youth with knowledge • Reduce stigma • Ignite conversations
Who?	• Sub-committee • Any people who have access, training and passion for this approach
Where?	• Schools • Teens on the field or in arenas • Agencies such as Rebound, Hub, Youth Theatre
When?	• Start in general the summer • Begin in schools in Fall term of 2017
How?	• Meet to combine resources creating a unified condensed presentation • Contact coaches, sport agencies and organizations • Take-home notes and information
Resources?	• Facebook resource which is free • Time and volunteers
Success?	• Feedback of personal stories • Conversations of engagement

2. <u>Increase Intersectionality</u>

What?	• Spark intersectionionality practices
Why?	• Diversification and growth • Addressing the stigma in the community • Building relationships
Who?	• CCVAW, possibly the membership committee
Where?	• With their community partners, e.g. Rebound, Sarnia Speaks, St. Clair Child and Youth, Hub, etc.
When?	• Begin immediately
How?	• Reaching out to partners • Educating the committee and the community on intersections of oppressed populations • Identifying which intersections are missing at the table • Include this issue in our social media communication strategy
Resources?	• Members' time • Ontario Women's Directorate • Website • Service Ontario
Success?	• Increased membership on the committee • Increased participation and communication of missing intersections

What?	• Involve someone from the LGBTQ+ community on CCVAW
Why?	• Increase diversity of membership • Decrease stigma • Reduce racism and oppression • Increase intersectionality
Who?	• All members cooperate • Membership sub-committee takes the lead
Where?	• Outreach to target groups • Members take the message back to their agencies
When?	• Within two years with ongoing effort
How?	• Train the committee • Review foundational documents to ensure inclusivity • Contact target groups directly
Resources?	• Regular operational budget
Success?	• Involvement of one or more LGBTQ+ community members on CCVAW

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3. <u>Incorporate Technology, Especially Social Media</u>

What?	• Create a CCVAW Facebook account
Why?	• Defines committee • Defines agencies and members • Coordinates events • Builds memberships • Promotes awareness
Who?	• Coordinator Tracy to initiate the page • Each agency contributes information and updates
Where?	• At next CCVAW meeting
When?	• As soon as possible
How?	• Set up a public Facebook page • Set up a private Facebook group • Identify two administrators • Advertise events
Resources?	• Administration time and compensation
Success?	• Number of likes and followers • Increase in CCVAW members

What?	• Debunk the stigma in the community through social media
Why?	• Improves coordination and organization • Improves organizational capacity • Eliminate some potential conflict and community prejudice • Increases inclusiveness • Increases knowledge
Who?	• One or two interested persons from our committee to work on a project as volunteers
Where?	• Through social media platforms
When?	• Start immediately
How?	• First Year: identify website and social media passwords • Set up the necessary technology that is needed • Discuss messaging • Second Year: activate the program • Create content based on messaging plan • Monitor and update
Resources?	• Operation funding
Success?	• Social media outreach measurements

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What?	• Improve the use of social media and website
Why?	• Increase our ability to educate and share knowledge • Increase the community outreach and collaboration • Engage and value agencies • Increase youth involvement
Who?	• Students • Coordinator • CCVAW subcommittee
Where?	• Website • New Facebook and Twitter accounts
When?	• Concentrated one year effort from April 1, 2017 to March 31, 2018
How?	• Sub-committee volunteers • Engage Lambton College students • Create policy and procedures • Establish administrative team
Resources?	• CCVAW funds • Ask the Ministry of Community and Social Services (MCSS) for support • In-kind
Success?	• Social media analytics

Personal Commitments: "If it is to be, it is up to me!"

Bryan Boyle reminded the participants of an age-old adage: "If it is to be, it is up to me".
He suggested to the committee members and staff in the room that they are all in a position to positively influence the future of CCVAW as a strong and viable group. As a result, the following individual personal commitments were shared by participants.

I will:

- continue to be fully invested in advocating for women
- solicit my co-workers for ideas and participate actively in our committee
- increase the education for youth in our athletic community
- prepare and make presentations to youth
- approach some cultural groups to join our committee
- promote inclusiveness
- improve our website
- bring a new group to the table to address intersectionality
- start the process of talking to youth about our committee
- join the social media sub-committee

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Summary of the Workshop

The workshop was a productive event, where the participants were very engaged. Through their valued input, the committee members and staff present took an important step in their quest to ensure a strong and viable future for the Sarnia Lambton Coordinating Committee on Violence Against Women.