

# Developing a Community Strategy for Ending Gender-Based Violence in Waterloo Region

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September 2022**



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## Executive Summary

The Domestic Assault Review Team (DART), in partnership with the Sexual Assault Review Team (SART), the Family Violence Project (FVP), and the Anti-Human Trafficking Committee have come together under the umbrella concept of Gender-Based Violence. They have embarked on a project to identify new ways to work more collaboratively with one another while increasing both member engagement and community impact. An independent consultant was hired to complete the project in consultation with a Steering Committee made up of members from the involved committees.

An anonymous survey of the members and one-on-one interviews with the leaders of the involved committees were completed. The key findings included:

- There was a deep desire from responding to continue to have a venue to work together on service coordination related to specific areas (human trafficking, domestic violence, sexual assault, etc...).
- There was also interest from members in working collaboratively on larger, systemic issues and advocacy.
- There was a desire to involve the broader community in ending gender-based violence while maintaining the leadership of survivor advocates.
- There was a desire to have clear priorities, actions, and impact.
- There was a desire to have open and regular communication so that those working on service coordination issues could inform the priorities of those working on larger systemic issues and advocacy.

A focus group and interviews with survivors were conducted where they shared many priorities including:

- Education campaigns on the range of abusive experiences, not just physical violence, and on the cycle of abuse
- Family Law reform
- Increasing affordable supports for survivors and their children
- Increasing programs and services for offenders
- Consistent referrals to community-based services by police responding to incidents of gender-based violence

Consultation interviews were held with leaders of other collaboratives who shared their committees' structures, lessons learned, and best practices for successful collaboration.

Consultation interviews were held with several leaders of organizations serving diverse communities on the proposed collaborative model to identify and address their concerns and to welcome their engagement.

A new model was developed that includes:

- Distinct **Service Coordination Committees**
- A **Leadership Table** made up of organizations leading the movement against gender-based violence
- **Task Groups** for specific projects to be completed

- **Affiliated Groups** to maintain open and ongoing communication with other groups working to end Gender-Based Violence
- A **Coalition for Ending Gender-Based Violence** where the broader community can come together on a semi-annual basis to learn about the issues and become more engaged.

## Project Background

Waterloo Region has a long history of 'barn raising', a philosophy of working together to enable change with no thought to personal gain. This is no more evident than in the countless committees, planning tables, and community collaboratives working together to better our region. In the area of gender-based violence there exist several such committees, each doing good work, but at times disconnected from one another. This includes the committees involved in this project:

The **Domestic Assault Review Team (DART)**, founded in 1999, is a community coordinating committee. Its primary purpose is to facilitate a coordinated, seamless, and effective approach to preventing and responding to domestic violence within the community of Waterloo Region. It has approximately 20 member agencies.

The **Family Violence Project (FVP)**, founded in 2006, is a collaborative of agencies that provide wrap-around, seamless service to victims of family violence – all from a single location. It has approximately 9 members.

The **Sexual Assault Response Team (SART)**, founded in 2007, is a community coordinating committee. Its primary purpose is to facilitate a coordinated and effective approach to responding to sexual violence in Waterloo Region. It has approximately 25 members.

The **Anti-Human Trafficking Sub-Committee (AHTSC)** is a subcommittee of SART founded in 2019. The committee works in a spirit of community and collaboration in service to human trafficking survivors and our community. It has approximately 18 members.

Many agencies have members serving on more than one of the involved committees.

There are several other community initiatives not directly involved in this project who are also engaged in the work of ending gender-based violence in Waterloo Region.

Over the past several years there has been increasing recognition of the interconnectedness between the issues of domestic violence, sexual assault, sexual harassment, transphobia, online sexual exploitation, and human trafficking. The umbrella concept of 'gender-based violence' has assisted in furthering this understanding.

**Gender-based violence** refers to harmful acts directed at women, transgender, and gender-diverse individuals based on their gender, gender expression, gender identity,

or perceived gender. It is rooted in the system of patriarchy which is the unequal distribution of power within our society based on gender. <sup>1</sup>

The patriarchal system combines and intersects with other forms of oppression including colonialism, racism, ableism, and classism. Due to these intersecting forms of oppression, certain populations experience higher levels of violence, including Indigenous women and girls, LGBTQ2+ and gender diverse individuals, women living in rural communities, and women living with disabilities. <sup>2</sup>

With this intersectional understanding of gender-based violence, the involved committees embarked on a project to develop a new strategy for working together to end gender-based violence in Waterloo Region.

## The Need for Collaboration

Survivors of gender-based violence often need to access support from several agencies and services within our community. Although many of these organizations have been working together for years, there are new and emerging programs and supports that survivors are accessing. Each part of the system must have a clear understanding of referral paths, what programs and services are available, how to navigate gaps and obstacles, and how to assess for safety and risk.

When a system lacks collaboration, it further victimizes the survivor. For example, a survivor's community-based support worker may not have the working relationship with police that would help the individual gain the protection they need, or police may not refer victims to appropriate community-based services due to lack of information, or housing policies may exist that create unintended barriers for a survivor to secure affordable housing.<sup>3</sup>

Offenders can also encounter gaps. These gaps can include a lack of voluntary and mandated treatment programs, lack of consistent enforcement of court orders, and sentencing to anger management instead of treatments designed to address gender-based violence.

Individual or cultural beliefs and attitudes can also contribute to the fragmentation of services. Sometimes, service providers may struggle to work collaboratively because of historic judgments, beliefs, or lack of information about colleagues in other disciplines or other areas of difference such as race, gender, class, and culture.

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<sup>1</sup> Source: Women's Legal Education & Action Fund. (<https://www.leaf.ca/issue-area/gender-based-violence/>)

<sup>2</sup> Source: Women and Gender Equality Canada (<https://women-gender-equality.canada.ca/en/gender-based-violence-knowledge-centre/about-gender-based-violence.html>)

<sup>3</sup> Source: Step by Step: Tools for Developing a Coordinated Response to Violence Against Women (<https://endingviolence.org/publications/step-step-tools-developing-coordinated-response-violence-women/>)

When a survivor falls through the gaps created by uncoordinated services, the danger is that they may decide to give up and never attempt to access services again. Fragmentation of services may reinforce the messages that many offenders give their victims: it's your fault; no one will help you; you will never be safe from me. Lack of coordination of services may also lead to reduced levels of emotional support or physical safety for survivors.

Gaps in services for offenders reduce the offenders' ability to access effective services and therefore reduce the survivor's safety. A survivor's safety is also negatively impacted by a fragmented response to their children's needs or the needs of their extended family.

Programs designed to prevent violence also need to be part of a collaborative and coordinated response, as they help change the societal attitudes that lead to violence. These programs must benefit from the knowledge that frontline systems and community workers have gained through their work with survivors of violence. Collaboration between education programs and other community services can ensure that educators have the necessary skills to handle disclosures and they deliver messages, information, and referrals that are consistent with the support services that the community would provide.

Collaboration also provides opportunities to identify larger, system-wide issues and advocate for change collectively.

## Process

A Request for Proposals was prepared and distributed by members of a Joint Steering Committee. Proposals were reviewed and independent consultant Lyndsey Butcher was selected to oversee the project. The project began with a review of the Terms of References, meeting minutes, and related documents for each of the involved committees. Online meetings of the Anti-Human Trafficking Sub-Committee and the Sexual Assault Response Team were also observed.

An online survey was developed and sent to all members of the involved committees. A total of 37 responses were received and analyzed.

The leaders of each of the committees participated in one-on-one interviews over Zoom.

Focus group sessions were held with members of the Steering Committee to review the initial findings and receive their input on the proposed collaboration model.

Interviews also took place with leaders of other community collaboratives to review potential organizing models for the strategy. Several community organizing and collaboration models were identified and reviewed.

A focus group and interviews were held with survivors to better understand their experiences and priorities.

Consultation interviews were held with leaders of agencies serving diverse communities to identify ways of increasing engagement and representation in the proposed collaboration model.

## Survey Findings

An anonymous online survey via Google Forms was shared with members of the Anti-Human Trafficking Sub-Committee, the Domestic Assault Review Team, the Family Violence Project, and the Sexual Assault Review Team. The survey was open from October 14 to November 5, 2021. A total of 37 responses were received. The findings have been organized by committee.

### Anti-Human Trafficking Sub-Committee

A total of 9 members of the Anti-Human Trafficking Sub-Committee completed the online survey. All respondents rated their involvement as a medium, high, or very high. Suggestions for improving engagement included increasing the knowledge of committee members and learning more about the organizations involved. The main benefits members receive from the committee include networking, staying up to date on programs, services, and issues affecting survivors, and identifying gaps.

Members highlighted the challenge of navigating competing mandates and ideologies related to human trafficking. Most members would recommend that colleagues participate on the committee and preferred to meet monthly.

Members listed 'Project Angel,' 'Project Recover,' and the 'Anti-Human Trafficking Coalition of Waterloo Region,' as other groups involved in ending gender-based violence within the community. They listed One Roof, YW Kitchener-Waterloo, SADVT, multicultural and Indigenous-led organizations, and Sanguen Health Centre as organizations that should be included on the committee.

All respondents worked in an area directly related to ending gender-based violence, although only half indicated that their host agency was a part of the movement to end gender-based violence. Half of the respondents held decision-making power within their organizations. Most respondents had received professional development or training related to anti-oppressive practice, anti-racism, disability rights, gender bias, Indigenous issues, Intersectionality, and LGBTQ+ issues. Only one respondent has received training related to Islamophobia.

### Domestic Assault Review Team

A total of 12 members of the Domestic Assault Review Team (DART) completed the online survey. Most respondents rated their involvement as a medium, high, or very high. Suggestions for improving engagement included having a clear mandate, shared



priorities, specific tasks, and more consistent meetings. The main benefits members receive from the committee include networking, staying up to date on programs, services, issues affecting survivors, collaboration among members, and sharing ideas. Most members preferred to meet every two months.

The main challenges noted by members were the lack of a clear mandate, duplication with other community efforts, low engagement by members, and the lack of consistent decision-makers at the table. Only half of the respondents would recommend serving on the committee to a colleague.

Members listed the Counselling Collaborative and the Multidisciplinary Committee to Combat Human Trafficking as other groups involved in ending gender-based violence within the community. They listed grassroots community organizations, the legal and judicial community, survivors, housing, and Indigenous-led organizations, Black-led and cultural organizations, and LGBTQ+ organizations as organizations that should be included on the committee.

All respondents worked in an area directly related to ending gender-based violence, although only a third indicated that their host agency was part of the movement to end gender-based violence. Just over half of the respondents held decision-making power within their organizations. Most respondents had received professional development or training related to anti-oppressive practice, anti-racism, disability rights, gender bias, Indigenous issues, Intersectionality, Islamophobia, and LGBTQ+ issues.

## Family Violence Project

A total of 6 members of the Family Violence Project (FVP) completed the online survey. There was an even spread of levels of involvement with 1 respondent indicating low, high, and very high and 2 respondents indicating medium levels. Suggestions for improving engagement were all related to the heavy workloads of participants and having too many other meetings to attend. The main benefits members receive from the committee include developing a team across multiple agencies, collaboration, and improving services for survivors. There was an even split among respondents on the frequency of meetings – monthly, every two months, and quarterly. Two-thirds of the respondents would recommend serving on the committee to a colleague.

Members listed the Counselling Collaborative, the Coalition of Muslim Women K-W, and the Crime Prevention Council as other groups involved in ending gender-based violence within the community. They listed agencies delivering PAR, more diverse agencies, and all organizations serving survivors of family violence as organizations that should be included on the committee.

All respondents worked in an area directly related to ending gender-based violence, although only 1 indicated that their host agency was part of the movement to end gender-based violence. All but 1 respondent held decision-making power within their organizations. Most respondents had received professional development or training related to anti-oppressive practice, anti-racism, disability rights, gender bias, Indigenous



issues, Islamophobia, and LGBTQ+ issues. Only half of the respondents had participated in training related to Intersectionality.

## Sexual Assault Response Team

A total of 10 members of the Sexual Assault Response Team completed the online survey. Most respondents indicated that their level of involvement was medium, high, or very high. Suggestions for improving engagement were mainly related to the heavy workloads of participants and having too many other meetings to attend. The main benefits members receive from the committee include networking, program, and service updates, and identifying gaps. Half of the participants would prefer to meet monthly, with 40% preferring every two months. 80% of respondents would recommend serving on the committee to a colleague with the remainder saying they would maybe recommend serving to a colleague.

Members listed the Keep Families Safe Coalition, SWAN, and the Community Justice Initiative – YWCA partnership as other groups involved in ending gender-based violence within the community. They listed agencies providing services for offenders, male victims, Kind Minds, and the African Community Wellness Initiative, as organizations that should be included on the committee.

All respondents worked in an area directly related to ending gender-based violence, although only half indicated that their host agency was part of the movement to end gender-based violence. Only 40% of respondents held decision-making power within their organizations. Most respondents had received professional development or training related to anti-oppressive practice, anti-racism, disability rights, gender bias, Intersectionality Indigenous issues, Islamophobia, and LGBTQ+ issues.

## Leadership Interview Findings

One-on-one interviews were held with the Chairs and Co-Chairs of each of the involved committees. The interviews lasted an average of 45 minutes and followed the same script of questions.

Due to the small and identifiable participant sample, the findings from the Leadership Interviews have been combined to maintain confidentiality.

## Committee Membership

Most of the involved committees have participants representing front-line and management staff from victim-serving programs, police, and the criminal justice system. There was a lack of involvement on some of the committees from survivors, community advocates not employed by an agency, service providers for offenders, government and policy decision-makers, media, the business community, and funders and donors. Only one of the committees has a survivor at the table, while one of the committees has a survivors' group that meets separately with plans to integrate them into the main

committee. Important to note that these two committees pay survivors an honorarium to compensate for their participation. Concerns on how to engage survivors were noted by leaders, mainly ensuring that they are not tokenized or seen as the “only story.”

## Benefits and Challenges of Leading

Leaders shared that the main benefits of leading a committee were learning about each of the programs and services, digging deeper and identifying areas for change, hearing everyone's ideas, and working together to improve support for survivors.

The main challenges include managing differing and sometimes opposing opinions, low engagement by committee members, lack of clear goals, and no willingness to take risks or try something new. Some leaders also noted the lack of funding for their committees.

## Priorities

Each of the leaders was interested in working on systems-level advocacy but noted that their committee members may not be in the position to participate in this type of activity. Specific areas for advocacy included:

- Affordable housing
- Re-allocation of resources from criminal and institutional responses to community-based, restorative, and harm reduction responses
- More effective programs and accountability measures for offenders
- Family Justice Reform

The leaders spoke of the need to come together to begin addressing the root causes of Gender-Based Violence as a community. They spoke of a desire to engage the broader community while ensuring that the work continues to be led by survivor advocates.

The leaders were also interested in increasing equity and diversity both on their committees and within the system as a whole. They shared the need to learn about how Gender-Based Violence is understood and experienced within diverse communities and to value the knowledge and expertise of the leaders within those communities.

Each of the leaders acknowledged that their committees could do a better job at increasing equity and diversity. Many indicated that they had invited members of diverse organizations to the table, but that these organizations did not have the staff capacity to participate. Others shared that they felt that their committee was not in a place organizationally to bring in more diverse organizations. Leaders also noted that most of the organizations within the sector are white-led, so it was difficult to bring in more diverse voices when the sector itself is not diverse.

## Collaborative Interviews Findings

Leaders from local community collaboratives were interviewed as part of this project to identify best practices and lessons learned.

Interviews were completed with:

- Children and Youth Planning Table
- Crime Prevention Table
- Immigration Partnership
- Counselling Collaborative
- Parenting Alliance

### Leadership

The leaders pointed to the importance of having consistent, independent leadership from the community. Although they stressed the importance of having staff support, they said having a committed leader was just as important. Some had leaders designated from their backbone agencies, while others had a robust application process with term limits.

### Staffing

Each of the collaboratives interviewed for this project had at least one paid staff member to coordinate and manage the group's work. They all emphasized the critical importance of having a dedicated staff person, even if only part-time, to be responsible for managing the collaboration. To quote, "Collaboration is work, it can't be done off the side of a desk."

### The Why

The leaders pointed to the importance of taking the time to ensure that each of the members deeply understands the 'Why' of the collaboration and to refer to it repeatedly to maintain motivation. They suggested sharing survivor stories at the beginning of the agenda to re-enforce the intention of the collaboration.

It was recommended to spend time in the beginning stages defining the collaborative's strategic directions, shared principles, and values for working together as well as clear Terms of Reference.

### Beyond Agency Mandates

The leaders highlighted the importance of focusing on issues beyond the individual member agencies' mandates. This helped to limit duplication and competition among members and harness the power of collaboration. The collaboration cannot be just about the work of any one agency, it needs to focus on the broader community and

systemic issues. They also recommended that members try to leave their “credentials at the door,” to help limit power differences and encourage cooperation.

## Trust

The leaders spoke about the importance of taking the time to build trust among members, especially when there is not a shared understanding of the issue, its causes, and solutions. One leader shared the quote, “Collaboration moves at the speed of trust.”

## Intersectionality

Some of the leaders shared their struggles with bringing in concepts of Intersectionality and diverse voices into an established collaboration. They recommended beginning with these principles and ensuring they are reflected within all the collaborative’s policies, procedures, agendas, and meeting norms.

## Data and Evidence

The leaders each spoke of the need to be evidence-informed and connected with the data related to their issue, especially local data. They recommended conducting regular surveys and focus groups to help set priorities and identify gaps.

## Develop Shared Meeting Norms

Some of the leaders shared how they dealt with conflict and power differences among members. They stated the importance of developing shared meeting norms where power can be named, conflicts can be addressed respectfully, and members can “leave the meeting whole.”

## Survivor Input

A focus group and individual interviews were held with survivors of gender-based violence recruited by the Voices Survivor Group and Community Justice Initiatives’ support group for male survivors.

The survivors discussed the need for more understanding in the community about the different forms of abuse and the cycle of abuse. They would like to see emphasis on recognizing that abuse can take many forms, not just physical violence. They suggested educational campaigns in schools, in the media, on social media, and among healthcare and service providers.

Many of the survivors shared that they had sought support through social media channels by following empowering Instagram channels, experts on Tik Tok, and joining Facebook support groups. These channels helped them to recognize the abuse,

understand that they are not alone, and develop coping skills to help them to move forward.

They noted one of the most challenging aspects of moving forward has been building financial independence. Spousal and child support is very difficult to secure due to high legal costs and the restriction of legal aid hours.

They suggested creating a family court specifically related to domestic violence cases so that the judges and processes can be trauma-informed. They had several examples where the court process and the Office of the Children's Lawyer were manipulated by their abuser to continue their victimization. They also noted the slow pace of the court process, multiple delays, and lack of consistent enforcement of court orders.

Some of the participants had spent time at the shelter and although they were very thankful for the support, they did face some challenges. They would like the shelter to feel more like a home as opposed to an institution. They described inconsistencies between how full-time and casual staff applied policies.

They discussed the lack of understanding from community members of the psychological and emotional impact of abuse, especially on children. They highlighted the need for free or at least affordable programs for children of all ages, both for groups and one on one counselling in the community. They raised concerns about how Family and Children Services investigates domestic violence cases involving custody and access issues. They felt their concerns were minimized and that they were seen as being vindictive or whining when they raised concerns.

Survivors also called for programs and support for boys and young men who display early signs of abusive behaviours and programs that promote healthy relationships.

Some survivors recounted very positive interactions with police and even credited responding officers for them leaving the abusive relationship. It was clear that police play a key role in how survivors either did or did not identify their situation as abusive. When officers took the situation seriously and provided community referrals, survivors were much more likely to take steps to end the relationship. Concerns were raised related to racial bias and policing as well as not being believed. A male survivor who reported their abuse to police did not receive referrals for community-based programs and was not aware of the supports available.

Survivors also faced many difficulties when their cases proceeded through the criminal court. Many described that the supports offered were very limited and they were disappointed with the lack of accountability for their abusers in sentencing.

Survivors listed the counselling and programs available at Carizon, KW Counselling, Community Justice Initiatives, the Sexual Assault Support Centre, the House of Friendship's Outreach Worker program, and their children's school as other places of support as they move forward. They also shared how important their family and faith community's support was.

## Consulting Agencies Serving Diverse Communities

Several agencies serving diverse communities were consulted throughout the development of the collaboration model. The goal was to hear their feedback and concerns, as well as to determine their level of interest in participating. Agencies serving Black, Indigenous, LGBTQ2+, Muslim women, and homeless women were consulted.

Most agencies identified the lack of staff resources as one of their main barriers to participating in the proposed model. They suggested having flexible ways to be engaged including regular check-in calls, e-newsletters to stay up to date, and sharing meeting minutes for agencies who want to be involved but cannot commit to regular meeting attendance.

The agencies also shared that they would be more likely to participate in committees with a clear purpose, objectives, and specific projects that were a priority for the communities they serve.

The agencies also shared the concern that their perspective on gender-based violence may not be valued or respected by the collaboration. They shared that experiences of gender-based violence can be understood differently based on a person's culture, class, or social location and that the solutions for some groups may actually put others at risk.

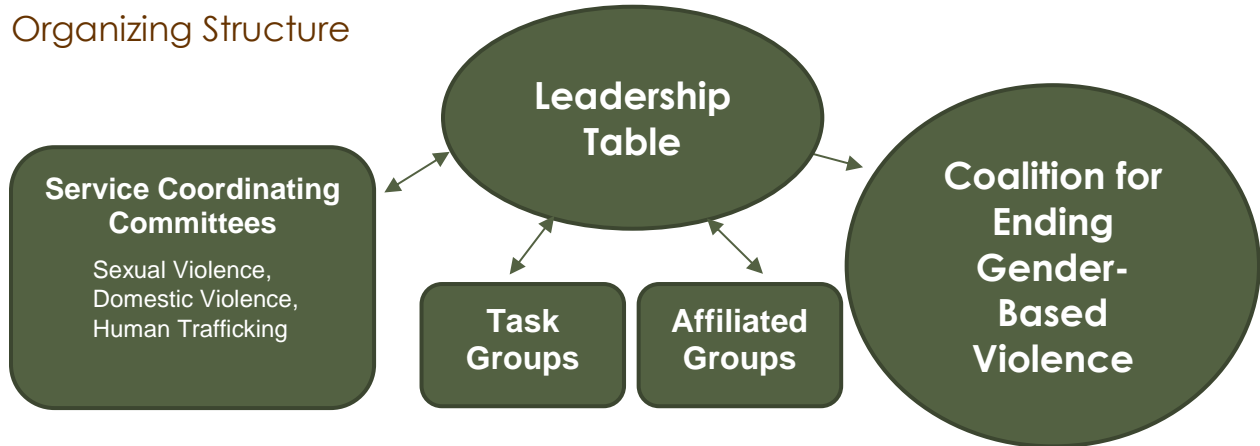
They spoke of the need for the mainstream system to be aware of these differences in understanding and experiences of gender-based violence. They expect that any collaboration moving forward would do so humbly, with an openness to learning from the communities most impacted by gender-based violence.

Although the organizations were concerned about how gender-based violence affects their communities, for some, it was not one of their key focus areas. They indicated that they would be more likely to participate in the broader coalition or a task group if it was of interest, rather than in one of the service coordination committees or leadership table.

## Recommended Model of Collaboration

It is recommended that the involved committees re-structure to improve member engagement, coordination, and community impact.

### Organizing Structure



### Service Coordination Committees

There should continue to be service coordination committees to address our community's responses to sexual violence, domestic violence, human trafficking, and other issues that may arise. Some potential additional committees include service coordination for the Rainbow Community, Prevention and Education Programs, and one for Offender Programs.

These committees would focus on improving service coordination, developing protocols and referral paths, identifying gaps, program updates, sharing professional development and training opportunities, amplifying and promoting member's programs and services, providing support, anonymous case review, and networking. The membership on these committees should be limited to those individuals and agencies charged with directly responding to the issue. The Service Coordination Committees would regularly provide updates to a new Leadership Table and vice versa.

This re-structuring may lead to some members currently serving on a Service Coordinating Committee whose agency is not directly involved in responding to the issue moving to the Coalition table or a Task Group working on a project that interests them.

### Leadership Table

The Leadership Table would consist of agencies leading our community's movement to end gender-based violence. It is suggested that the following agencies be invited to participate in the Leadership Table:

- Women's Crisis Services of Waterloo Region, Co-Chair



- Sexual Assault Support Centre of Waterloo Region, Co-Chair
- Carizon
- KW Counselling OK2BME
- Family & Children's Services of the Waterloo Region
- YW Kitchener-Waterloo
- YWCA Cambridge
- SHORE Centre
- Coalition of Muslim Women K-W
- Waterloo Region Sexual Assault/Domestic Violence Treatment Centre, St. Mary's Hospital
- Wilmot Family Resource Centre
- Woolwich Community Services
- Woolwich Counselling Centre
- Family Counselling Centre of Cambridge and North Dumfries
- Waterloo Regional Police Services

The Leadership Table would meet quarterly and would be responsible for:

- Identify community priorities for ending gender-based violence and advocate for systemic social change
- Facilitate information-sharing and regular communication between the Service Coordination Committees, Ad-hoc Tasks Groups, Affiliated Groups, and the Coalition for Ending-Gender-Based Violence in Waterloo Region
- Create and monitor the progress of Ad-hoc Task Groups
- Promote opportunities for the broader community to be engaged in ending gender-based violence by convening the Coalition for Ending Gender-Based Violence in Waterloo Region

## Task Groups

Task Groups would be working groups focused on completing a specific project prioritized by the Leadership Table. At least one of the Task Group's members must be a member of the Leadership Table, but members can include members from any of the Service Coordination Committees, the Coalition, or community members with expertise or interest in the project.

An example of a Task Group would be a committee to research anti-colonial responses to gender-based violence to bring forward best practices to our community.

Another example would be an advocacy campaign to change a specific policy raised by one of the Service Coordinating Committees.

Another example would be a committee to explore the possibility of developing a new, collaborative intervention program for offenders.

## Affiliated Groups

There was a strong desire to develop formal relationships and regular, open communication with community initiatives that share the goal of ending gender-based violence. These initiatives would remain fully autonomous. These groups would be invited to provide and receive updates to the Leadership Table and participate in shared efforts.

Some potential Affiliated Groups include:

- The Family Violence Project
- VAW Advocate Case Review Team
- Sex Worker Action Network
- Rainbow Coalition
- Survivor Groups
- Community Projects related to GBV

## Coalition for Ending Gender-Based Violence

It was clear from the committee member surveys and leadership interviews that there was a deep desire to engage the broader community in ending gender-based violence without requiring the high level of commitment needed for the Service Coordination Committees and the Leadership Table. Indeed, many members currently serving on the DART may decide that they would prefer to serve at the Coalition level as opposed to a Service Coordination Committee due to the nature of their role and the organization's mandate.

It is recommended that a Coalition for Ending Gender-Based Violence be launched to engage the broader community. Leaders from social services, housing, the business community, cultural communities, civil society, education, and faith communities as well as allies from other community organizations would be invited to Coalition meetings twice a year where they can become involved in community campaigns, learn about GBV issues, join Task Groups, and help mobilize community resources.

## Funding & Staffing

It is recommended that the Ministry of Community and Social Services funding be used to hire a Coordinator to manage this proposed Collaboration Model.

The Coordinator would be responsible for ensuring open and regular communication and correspondence between the varying components and arranging meeting logistics.

It is also recommended that additional funding be sought to cover the costs to convene larger in-person meetings as well as for specific Task Group projects.

Potential funding sources include:

- The Kitchener-Waterloo Community Foundation
- The Lyle S. Hallman Foundation
- The Ontario Trillium Foundation

- WAGE Canada
- Province of Ontario
- The Region of Waterloo
- Coalition Membership or meeting fees