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# VIOLENCE AGAINST WOMEN SERVICE SYSTEM STRATEGIC PLAN: CENTRAL WEST REGION, MCSS

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## TIMEFRAME: JANUARY 2009 – MARCH 2011

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## SECTION ONE

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# VAW SERVICE SYSTEM STRATEGIC PLANNING FRAMEWORK

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*Strategic planning is charting a course that you believe is wise, then adjusting that course as you gain more information and expertise.*

Strategic Planning: Bryan Barry.

### **1.1 INTRODUCTION**

Violence against women (VAW) is a social problem of significant proportions. Violence against women is an abuse of power and usually takes the form of controlling behaviour that involves physical, sexual, emotional, psychological and financial abuse of women within all kinds of former or current intimate and close partner relationships. Women experience many forms of violence, including stalking and intimidation; sexual, verbal, emotional and other forms of harassment; physical violence; hate-related violence; sexual assault; and domestic violence.

To prevent violence and to build a safer future for women and their children, partners in the VAW service system are exploring opportunities to plan and work together in order to respond more effectively to the needs of women experiencing violence. Guided by clear principles and informed by women's experiences, service system partners are identifying priorities and implementing solutions within the context of an integrated VAW service system.

In an effort to create a more responsive service system, the Ministry of Community and Social Services (MCSS) and the

MCSS-funded VAW transfer payment agencies in the Central West Region initiated a service system strategic planning process. It is envisioned that a service system strategic plan would identify priorities that make the most of available resources. Through shared leadership and a collective commitment to effect social change, this VAW service system strategic plan was developed.

### **1.2 VAW SERVICE SYSTEM STRATEGIC PLANNING**

#### **A. KEY COMPONENTS**

Strategic planning is a tool designed to help a service system clarify what it wants to achieve, make choices about the future, determine the best strategies to achieve its directions, and identify ways to monitor progress. A service system strategic planning process is designed to answer the following key questions.

- Where is the service system now?
- Where does the service system want to be?
- How will the service system get there?
- How will progress be measured?

The key components of a service system strategic planning process that answer these questions are summarized in the chart on the following page.

### *B. STRATEGIC PLANNING PROCESS*

The strategic planning process adopted to develop a VAW service system plan for the Central West Region of MCSS includes the following features: a VAW Service System Forum, consultations with stakeholders, and Forum planning sessions.

#### *(i) VAW Service System Forum*

In November 2007, the Central West Region of MCSS established a VAW Service System Forum. This entity comprises the Executive Director or a senior management representative of each of the MCSS-funded VAW transfer payment agencies. A listing of the VAW transfer payment agencies participating in the Forum is included in Appendix D of this plan. The primary function of the Forum is service system planning and coordination and includes the following objectives.

- To develop a regional service system strategic plan for VAW services, in consultation with women receiving services, program staff and community partners. This plan identifies critical issues, service trends, priorities and strategic directions of the service system and is being developed within the context of provincial government public policy directions;
- To develop, implement and monitor progress of an annual work plan designed to achieve the goals specified in the VAW service system strategic plan;

- To explore and implement strategies to enhance the capacity of the VAW service system to meet the needs of each community, as well as the region as a whole;
- To provide advice to the Central West Region of MCSS on considerations and/or directions on VAW provincial government policy; and
- To provide an opportunity for relevant information to be shared between the Central West Regional Office and the MCSS-funded VAW transfer payment agencies.

The VAW Service System Forum is co-chaired by a MCSS representative and a member of the Forum. The VAW Service System Forum is scheduled to meet a minimum of four (4) times a year.

Terms of Reference for the VAW Service System Forum were developed by the Central West Region of MCSS and approved by the members of the Forum. The Terms of Reference are included in Appendix C of this plan.

#### *(ii) Key Stakeholder Consultations*

To assist the VAW Service System Forum in its planning endeavours, a consultation process was undertaken with key stakeholders of the service system, including women supported by the service system, VAW agency staff, and community partners in the five geographic areas. A series of focus group sessions was held with agency staff and community partners, and telephone interviews were carried out with women supported by the VAW service system.

VAW SERVICE SYSTEM STRATEGIC PLANNING PROCESS: KEY COMPONENTS  
CENTRAL WEST REGION, MCSS

<i>VAW Service System Strategic Planning Process</i>	<i>Strategic Planning Key Components</i>	<i>Key Component Description</i>
<i>Where is the VAW Service System Now?</i>	Situational Analysis	<ul style="list-style-type: none"> <li>■ Environmental scan to determine internal and external influences.</li> <li>■ Critical issues or choices for the future.</li> </ul>
<i>Where Does the VAW Service System Want To Be?</i>	Vision	<ul style="list-style-type: none"> <li>■ The intended future achievement of the service system.</li> </ul>
	Values	<ul style="list-style-type: none"> <li>■ A set of fundamental beliefs that guide the actions and decisions of the service system.</li> </ul>
	Strategic Directions	<ul style="list-style-type: none"> <li>■ Future-oriented priorities identified for the service system.</li> </ul>
	Goals	<ul style="list-style-type: none"> <li>■ Broad-based statements that articulate the desired results to be achieved.</li> </ul>
	Objectives	<ul style="list-style-type: none"> <li>■ Specific, measurable and time-phased outcomes that support the achievement of the goal.</li> </ul>
<i>How Will the VAW Service System Get There?</i>	Action Plan	<ul style="list-style-type: none"> <li>■ Specific activities and/or tasks that support the achievement of identified strategies.</li> <li>■ Identification of the responsibility for implementation and the timeframe for completion.</li> </ul>
<i>How Will the Progress of the VAW Service System Be Measured?</i>	Outcome-based Performance Measures	<ul style="list-style-type: none"> <li>■ Methods to measure outcomes or results.</li> </ul>
	Monitoring	<ul style="list-style-type: none"> <li>■ Reporting processes to monitor progress.</li> </ul>

Focus group participants and interview respondents were requested to share their perspectives on the following:

- Strengths and Areas of Improvement for the VAW Service System; and
- Future Directions and Priorities for the VAW Service System.

A total of 101 individuals participated in the stakeholder consultations, as illustrated in the chart below. Focus group sessions were 90 minutes and telephone interviews 45-60 minutes in length. A Discussion Guide was pre-circulated to all participants. Interpreter services were provided, if required, for the telephone interviews with women supported by the system. An honorarium was forwarded to women supported who participated in the telephone interview.

A summary report of the stakeholder perspectives was completed for consideration by the VAW Service System Forum and has been included in Appendix E of this plan.

*(iii) Service System Forum Planning Sessions*

The VAW Service System Forum members participated in four planning sessions. A Discussion Guide was pre-circulated to all participants. The initial meeting, held in November 2007, included articulation of key components of a vision for the service system, as well as identification of a set of fundamental beliefs (values) to guide service system decisions and directions. Forum participants also held a preliminary discussion to identify the strengths and weaknesses of the current VAW service system. The second planning session, conducted in February 2008, focused on the identification of critical issues and priorities for the service system. The third planning session, held in April 2008, identified strategic directions, potential goals and objectives, and implementation strategies. The final planning session included a review of the draft strategic plan and identification of specific activities for a workplan.

PROFILE OF PARTICIPATION IN STAKEHOLDER CONSULTATIONS  
VIOLENCE AGAINST WOMEN SERVICE SYSTEM PLANNING PROCESS

<i>Geographic Area</i>	<i>Women Supported: Telephone</i>	<i>Agency Staff</i>		<i>Community Partners</i>			<i>Total</i>
		<i>Focus Group Session</i>	<i>Telephone</i>	<i>Focus Group Session</i>	<i>Telephone</i>	<i>Written Submission</i>	
Dufferin	3	0 <sup>1</sup>	4	0 <sup>1</sup>	2	0	<b>9</b>
Halton	6	6	0	9	0	0	<b>21</b>
Peel	10	17	0	9	0	1	<b>37</b>
Waterloo	6	7	0	6	0	0	<b>19</b>
Wellington	5	5	0	5	0	0	<b>15</b>
<b>TOTAL</b>	<b>30</b>	<b>35</b>	<b>4</b>	<b>29</b>	<b>2</b>	<b>1</b>	<b>101</b>

Note 1: Due to inclement weather, the focus group session was cancelled and was replaced by two telephone interviews.

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## SECTION TWO

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### VAW SERVICE SYSTEM CONTEXT

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*Service system planning includes establishing local priorities and outcomes; allocation of available resources; ensuring service quality in keeping with the legislative framework; and governance of the service system.*

Local Government Realignment: Social and Community Health Services.

#### **2.1 OVERVIEW**

The VAW service system in the Central West Region of MCSS operates within an ever-changing context. There are a multitude of influences that create both opportunities and challenges for the service system. Emerging directions in public policy, research and practice influence the framework of the service system. The social and economic characteristics of, and influences on, the service system create an environment that affects the change process.

#### **2.2 PUBLIC POLICY FRAMEWORK**

In 2005, the Province of Ontario released the Domestic Violence Action Plan. This long-term strategy was developed through a Ministerial Steering Committee that received advice through a series of stakeholder consultations. The recommendations of the Domestic Violence Death Review Committee Report to the Chief Coroner were also considered in developing the Domestic Violence Action Plan.

The government's Domestic Violence Action Plan was designed to provide a balanced approach to strengthening community supports to better protect victims; increasing public education, early intervention and prevention strategies to help reduce domestic violence; increasing the effectiveness of the justice system response; and offering better access to French-language services for the Francophone community.

The Action Plan targets programs and services to meet the needs of women from diverse and at-risk communities.

The Domestic Violence Action Plan outlined measurable progress to be made in the following areas:

- Increased awareness of the warning signs of domestic violence and steps to be taken when these signs are observed;
- Province-wide participation in a campaign to help today's youth learn how to have healthy, equal relationships based on mutual respect;

- Better access for abused women and their children to a continuum of supports in their community to help them to be safe, to heal and to live independently and productively;
- Improved risk assessment tools to help police, courts and others in the justice system to determine the risk of offenders re-offending and to protect victims;
- Enhanced training in the health, education, justice and social services sectors so that front-line professionals and service providers, as well as neighbours, friends and families across Ontario, can recognize the signs of domestic violence and help abused women and their children receive the support they need;
- Targeted initiatives for groups of women who are at increased risk of domestic violence or for whom access to supports is limited by language, geography, disability or cultural barriers.
- A better coordinated and more accountable system, with efficient allocation of resources to meet priority needs;
- Increased knowledge and knowledge-sharing about best practices, building on research and experience in Ontario and internationally.

In January 2007, an Action Plan Update was published by the Government of Ontario. This document outlines progress made in achieving the priorities outlined in the Domestic Violence

Action Plan and provides details of government investment levels, new projects and research initiatives.

The Violence Against Women Service System Strategic Plan for the Central West Region is being developed within the context of this public policy framework, as well as within the context of new priorities of policy directions as they emerge.

### **2.3 PREVALENCE OF VIOLENCE AGAINST WOMEN**

Specific prevalence rates of violence against women in the Central West Region of MCSS are not available; however, the following trends in Ontario and Canada identify the significance of the issue.

- Seven (7) percent of Ontario women living in a common-law or marital relationship experienced physical/sexual assault by a spousal partner at least once during the period of 1999 to 2004. (*Measuring Violence Against Women: Statistical Trends 2006*, Statistics Canada, 2006.)
- Fifty-one (51) percent of women in Canada have experienced at least one incidence of physical/sexual violence by the age of 16. (*Assessing Violence Against Women: A Statistical Profile*, Federal/Provincial/Territorial Ministers Responsible for the Status of Women, 2002.)
- Almost 40% of women assaulted by spouses reported that their children witnessed the violence and that in many cases the violence was severe. (*Measuring*



*Violence Against Women: Statistical Trends 2006*, Statistics Canada, 2006.)

- Three-quarters (74%) of women residing in Ontario shelters on April 14, 2004, were victims of abuse. (*Transition Homes in Canada: Ontario Fact Sheet, 2003/2004*, Transition Home Survey 2003/2004.)
- Over half (53%) of women escaping abusive situations were admitted to shelters with their children, and 65% of these children were under the age of 10. (*Transition Homes in Canada: Ontario Fact Sheet, 2003/2004*, Transition Home Survey 2003/2004.)
- There were approximately 25 female victims of spousal homicide each year in Ontario from 1975 to 2004. (*Measuring Violence Against Women: Statistical Trends 2006*, Statistics Canada, 2006.)

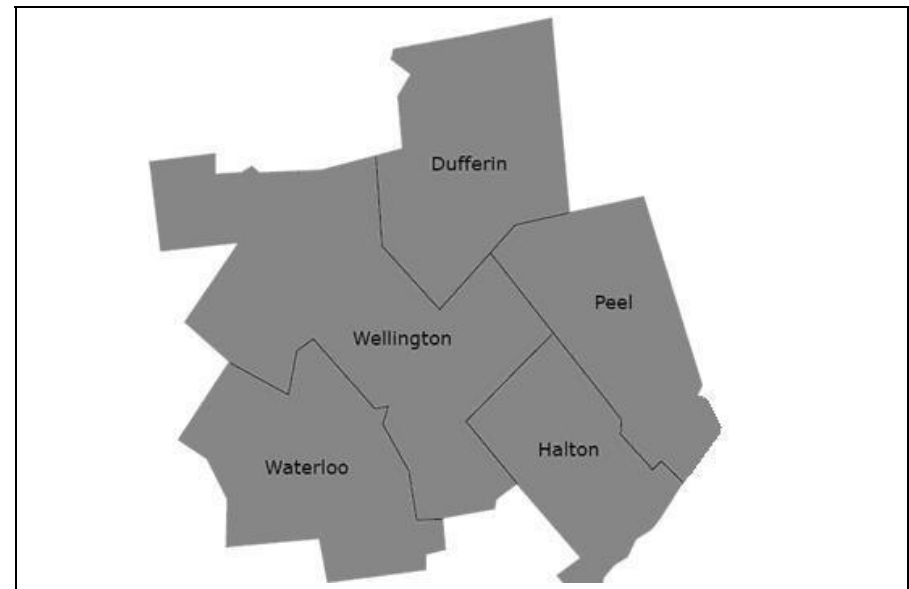
## **2.4 VAW SERVICE SYSTEM PROFILE**

The profile of the VAW Service System in the Central West Region of MCSS will be discussed in terms of geographic area features, demographic trends, economic factors, services and supports, and level of government funding.

### **A. GEOGRAPHIC AREA FEATURES**

The Central West Region of MCSS includes five distinct geographic areas, namely Dufferin County, Halton Region, Peel Region, Waterloo Region and Wellington County, as illustrated on the following map.

GEOGRAPHIC AREA MAP  
CENTRAL WEST REGION, MCSS



Dufferin County consists of the towns of Mono, Orangeville and Shelburne and the townships of Amaranth, East Garafraxa, East Luther Grand Valley, Melancthon and Mulmur. This county covers an area of 1,485.58 square kilometres and has a population of 54,436 people. The population density is one of the lowest in the Central West Region, with 36.6 people per square kilometre. About 65.1% of the population reside in urban areas.

Halton Region is composed of the City of Burlington and the towns of Halton Hills, Milton and Oakville. The Region encompasses 967.17 square kilometres, with a population of 439,256 people. The population density is 454.2 people per

square kilometre. The majority of the residents of Halton Region reside in urban areas, with only 6.2% residing in rural areas.

The Region of Peel includes the city of Mississauga, the city of Brampton and the town of Caledon. Peel Region covers 1,242.40 square kilometres and has a population of 1,159,405 people. Mississauga accounts for about 60% of the region's population and has the highest population density, at 2,317.1 people per square kilometre. The average population density for the whole Peel Region is 933.2 people per square kilometre, which is highest density in the Central West Region. Peel Region is also the most urban geographic area in Central West Region, with only 3.4% of its population residing in rural areas.

Waterloo Region comprises the cities of Waterloo, Cambridge and Kitchener and the townships of North Dumfries, Wellesley, Wilmot and Woolwich. This region spans 1,368.64 square kilometres and is home to 478,121 people. The population density of this region is 349.3 people per square kilometre, with 93.3% of the population living in urban centres and 6.7% living in rural areas.

Wellington County consists of five townships (Centre Wellington, Guelph/Eramosa, Mapleton, Puslinch and Wellington North), as well as two towns (Erin and Minto) and the City of Guelph.

Wellington County covers 2,656.66 square kilometres and has a population of 200,425 people. More than half of this population lives in the township of Guelph, of which 76.6% lives in the City of Guelph. The population density is 75.4 people per square kilometre.

## B. DEMOGRAPHIC TRENDS

### (i) Population Growth

According to the Statistics Canada 2006 Census, the total population of the Central West Region of MCSS, including the geographic areas of Dufferin, Halton, Peel, Waterloo and Wellington, was 2,331,643 in 2006. All communities in the Central West Region of MCSS had a higher growth rate from 2001 to 2006 than did the province of Ontario as a whole. The Regional Municipalities of Halton and Peel have the highest growth rates, at 17.06% and 17.24% respectively, as illustrated in the chart on the following page.

### (ii) Population by Gender

In 2006, there were 298,880 more females than males in Ontario. Females outnumber males for every single year of age beginning at age 24. The total female population for the Central West Region in 2006, as reported by Statistics Canada, Census 2006, was 1,186,345. Of this total, 955,080 females were over 15 years of age.

TOTAL FEMALE POPULATION BY GEOGRAPHIC AREA  
CENTRAL WEST REGION, MCSS  
TIMEFRAME: 2006

<i>Demographic Profile</i>	<i>Geographic Area</i>				
	<i>Dufferin</i>	<i>Halton</i>	<i>Peel</i>	<i>Waterloo</i>	<i>Wellington</i>
Total Female Population	27,305	225,600	589,010	242,575	101,855
Total Female Population Over 15 Yrs	21,695	182,775	470,410	197,255	82,945

Source: Statistics Canada, Census 2006.

POPULATION GROWTH BY GEOGRAPHIC AREA  
CENTRAL WEST REGION, MCSS  
TIMEFRAME: 2001 AND 2006

<i>Geographic Area</i>	<i>Census</i>	<i>Total Population</i>	<i>Total Growth 2001-2006</i>	<i>% of CWR Population</i>	<i>% of CWR \$2007/2008</i>
Dufferin	2006	54,436	6.73%	2.33%	7.51%
	2001	51,003		2.50%	
Halton	2006	439,256	17.06%	18.84%	18.67%
	2001	375,229		18.38%	
Peel	2006	1,159,405	17.24%	49.72%	41.92%
	2001	988,958		48.45%	
Waterloo	2006	478,121	9.03%	20.51%	20.01%
	2001	438,515		21.49%	
Wellington	2006	200,425	7.00%	8.60%	11.89%
	2001	187,313		9.18%	
Central West Region	2006	2,331,643	14.24%		
	2001	2,041,018			
Ontario	2006	12,160,282	6.58%		
	2001	11,410,046			

Source: Statistics Canada, Census 2006.

*(iii) Population Characteristics*

One-third of Dufferin County's population resides in Mono and Orangeville, and 14% of this population are immigrants. In these two towns, there are approximately 60 non-Canadian ethnicities, of which English is the most common. Other ethnicities represented in this community are Scottish, Irish, French, German, Dutch and Italian. Approximately 6.4% of the population report having a first language other than English or

French. Of the total population in Dufferin County, 0.88% identify themselves as being Aboriginal, which represents 0.2% of the provincial Aboriginal population. A total of 1.2% of the population identify themselves as Francophone.

Approximately 22.3% of Halton Region's residents were born in a nation other than Canada, and approximately 33% of these reside in Oakville. Halton Region is home to almost 90 different ethnicities, of which 43 have more than 1,000 representatives. There are 10 ethnicities within the region that have more than 10,000 representatives, and there are more persons claiming English ethnicity than Canadian. Other ethnicities that have large representation are Scottish, Irish, German, French, Italian, Dutch, Polish, Ukrainian and Portuguese. Of the residents in Halton Region, 15.5% report that their first language is a language other than English or French. The most frequently spoken languages, in order of prevalence, are Italian, German, Portuguese, Polish, Dutch, Chinese, Croatian, Punjabi, Ukrainian and Hungarian. Of the residents of Halton Region, 0.5% identify as Aboriginal, which represents 1% of the Aboriginal population of Ontario. A total of 1.9% of the population identify themselves as Francophone.

In Peel Region, 43.2% of the population is foreign-born, with a large proportion of these individuals living in Mississauga. Close to half of the residents of Mississauga have emigrated from other nations. Over 90 ethnicities can be found in the Region of Peel, with English, East Indian, Scottish, Irish and Italian being some of the most prevalent. About 50% of the residents of Peel Region report that their first language is a language other than English or French. The most prevalent of these languages, in

descending order, are Punjabi, Chinese, Polish, Portuguese, Italian and Spanish. Aboriginals comprise 0.4% of the population of Peel Region, which represents 2.1% of the Aboriginal population in Ontario. A total of 1.3% of the population identify themselves as Francophone.

Immigrants comprise 21.4% of the population of Waterloo Region and represent approximately 90 different ethnicities. The most predominant ethnicities, having 10,000 or more representatives, are German, English, Scottish, Irish, French, Polish and Dutch. Of the residents of Waterloo Region, 21.3% report that their first language is a language other than English or French, with the major languages being German, Portuguese, Polish and Chinese. Of Waterloo Region residents, 0.77% identify themselves as Aboriginal, which represents 1.8% of the province's Aboriginal population. A total of 1.4% of the population identify themselves as Francophone.

In Wellington County, 16.5% of residents are from a foreign nation, and the majority of them live in the City of Guelph. There are about 90 different ethnicities, of which the most prevalent, represented by more than 10,000 people, are English, Scottish, Irish, German, Italian and French. An average of 14.6% of the residents in this area report that their first language is a language other than English and French, with the highest percentage (29.6%) living in Mapleton Township. Of the residents in Wellington County, 0.68% identify themselves as Aboriginal, which represents 0.7% of the provincial Aboriginal population. A total of 1.2% of the population identify themselves as Francophone.

### *C. ECONOMIC FACTORS*

The average household income in Dufferin County is \$64,009, with an average individual income of \$34,977 and an unemployment rate of 4.5%. The average household income for Halton Region is \$74,946, and the average individual income is \$45,835. The unemployment rate for this region is 4%. The average household income in Peel Region is \$69,162, with an average individual income of \$36,635. The unemployment rate for this region is 5.1%. The average household income in Waterloo Region is \$55,860, with an average individual income of \$35,185. The unemployment rate in Waterloo Region is 8.9%. In Wellington County, the average household income is \$57,672, and the average individual income is \$33,825. The unemployment rate for Wellington County ranges between 5% and 6%.

### *D. OVERVIEW OF SERVICES AND SUPPORTS*

A range of MCSS-funded VAW services and supports is offered in the Central West Region, including counselling services, child witness program, transitional and housing support programs, and emergency women's shelters.

#### *(i) VAW Counselling Services*

VAW counselling services encompass a range of supports, including crisis, sexual assault and long-term therapeutic counselling.

In Dufferin County, two agencies provide VAW counselling services, one in Orangeville and the other as a satellite service. In Halton Region, two agencies offer VAW counselling services. There are 11 agencies in the Peel Region, nine agencies in

Waterloo Region, and two agencies in Wellington County that provide VAW counselling services.

*(ii) Child Witness Program*

The child witness program is designed to provide early intervention to child witnesses of woman abuse in order that they may heal from the harmful effects of witnessing violence and thus avoid the later need for more intensive supports. The child witness program is provided by one agency in Dufferin County, two agencies in Halton Region, one agency in Peel Region, two agencies in Waterloo Region, and one agency in Wellington County.

*(iii) Transitional and Housing Support Program*

Transitional and housing support programs provide transition and housing supports and services for women who have experienced abuse and their children to help them connect with community supports and find and maintain housing. Transitional programs are available through one agency in Dufferin County, one agency in Halton Region, two agencies in Peel Region, one agency in Waterloo Region and one agency in Wellington County.

*(iv) VAW Emergency Women's Shelters*

VAW women's shelters provide safe and secure temporary emergency shelter and residential supports (i.e., child care, crisis telephone response, counselling, emergency transportation and safe environment programs) for women who have experienced violence.

In Dufferin County, one agency delivers VAW emergency shelter services; this agency has 14 MCSS-funded beds and

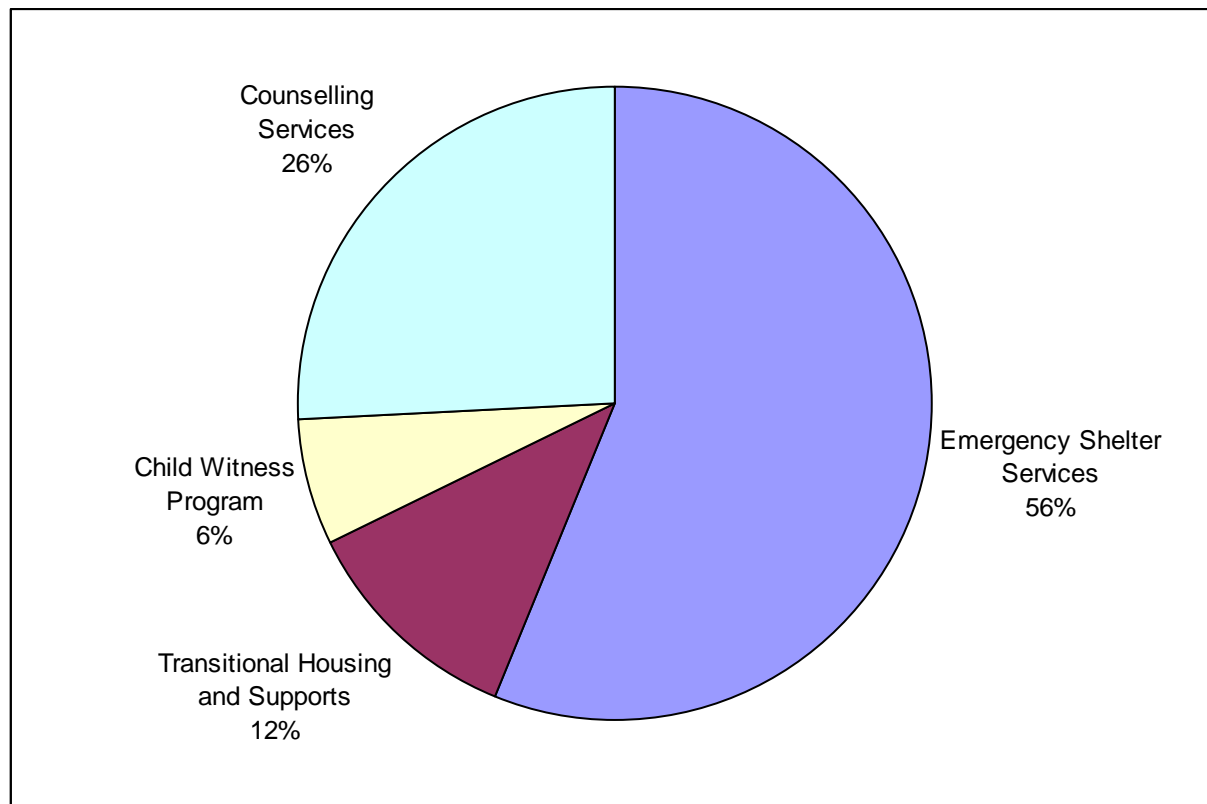
three beds funded by the municipal government. A total of 50 MCSS-funded emergency shelter beds are delivered by one agency in Halton Region. Two agencies in Peel Region deliver VAW emergency shelter services; one agency has 54 shelter beds, and the other has 39 shelter beds (20 beds at one location and 19 at another location). In Waterloo Region, one agency has a total of 50 beds at two locations. One agency in Wellington County has 28 VAW emergency shelter beds.

The total number of women and children served in each service category during the April 2006-March 2007 fiscal period and the April 2007-March 2008 fiscal period is featured in the chart on page 13. The chart on page 14 shows the variances in the number served in each service category between the two fiscal periods.

*E. LEVEL OF GOVERNMENT FUNDING*

In the 2007/08 fiscal year, the Ministry of Community and Social Services provided a total of \$13,087,897 in funds to 26 transfer payment agencies to deliver VAW supports and services across the five geographic areas of the Central West Region. Emergency shelter services received the largest percentage of the funding, as illustrated in the pie chart on the following page. Specific MCSS funding allocation by VAW service category (Transitional and Housing Support Program, VAW Counselling Services, Child Witness Program and Emergency Shelter Services) is presented according to geographic areas (Dufferin, Halton, Peel, Waterloo and Wellington) in the chart on page 15.

PERCENTAGE BREAKDOWN OF MCSS FUNDING BY VAW SERVICE  
CENTRAL WEST REGION, MINISTRY OF COMMUNITY AND SOCIAL SERVICES  
TIMEFRAME: APRIL 2007 – MARCH 2008



MCSS-FUNDED VAW SERVICES AND SUPPORTS PROFILE BY GEOGRAPHIC AREA  
CENTRAL WEST REGION, MCSS  
TIMEFRAME: APRIL 2006 – MARCH 2007 AND APRIL 2007 – MARCH 2008

Services and Supports	Geographic Area					Total
	Dufferin	Halton	Peel	Waterloo	Wellington	
<b>A. TRANSITIONAL HOUSING AND SUPPORT PROGRAMS</b>						
2006-2007 Total Women Served	271	438	1,051	1,099	736	3,595
2007-2008 Total Women Served	289	527	1,371	837	727	3,751
<b>B. VAW COUNSELLING SERVICES</b>						
2006-2007 Total Women Served	426	879	10,091	2,054	536	13,986
Total Served: Crisis Counselling	426	259	8,550	278	174	9,687
Total Served: Sexual Assault Counselling	0	105	327	139	107	678
Total Served: Long-term Therapeutic Counsellin	0	580	688	406	176	1,850
2007-2008 Total Women Served	379	1,124	11,911	2,830	740	16,984
Total Served: Crisis Counselling	379	258	8,666	1,266	372	10,941
Total Served: Sexual Assault Counselling	0	132	412	182	144	870
Total Served: Long-term Therapeutic Counsellin	0	628	746	485	192	2,051
<b>C. CHILD WITNESS PROGRAM</b>						
2006-2007 Total Children Served	144	71	619	106	86	1,026
Total Mothers Served	11	70	210	72	74	437
Total Children's Groups	8	12	22	13	6	61
2007-2008 Total Children Served	43	77	557	114	113	904
Total Mothers Served	25	38	164	100	74	401
Total Children's Groups	4	13	24	15	6	62
<b>D. VAW EMERGENCY SHELTER SERVICES</b>						
2006-2007 Total Women Served	82	272	431	325	215	1,325
Total Children Served	59	251	123	247	149	829
Total Number of Days of Residential Care	4,192	18,512	27,936	19,240	8,753	78,633
Total Number of Beds	14	50	93	50	28	235
2007-2008 Total Women Served	95	242	292	286	195	1,110
Total Children Served	80	251	404	302	133	1,170
Total Number of Days of Residential Care	4,739	21,113	32,644	17,293	9,010	84,799
Total Number of Beds	14	50	93	50	28	235

Source: MCSS Service Data Report, 2006/07 and 2007/08.

MCSS-FUNDED VAW SERVICES AND SUPPORTS PROFILE BY GEOGRAPHIC AREA  
CENTRAL WEST REGION, MCSS  
TIMEFRAME: APRIL 2006 – MARCH 2007 COMPARED WITH APRIL 2007 – MARCH 2008

Services and Supports	Geographic Area															TOTAL		
	Dufferin			Halton			Peel			Waterloo			Wellington			06-07	07-08	VAR
	06-07	07-08	VAR	06-07	07-08	VAR	06-07	07-08	VAR	06-07	07-08	VAR	06-07	07-08	VAR			
A. TRANSITIONAL HOUSING AND SUPPORT PROGRAMS																		
Total Women Served	271	289	18	438	527	89	1,051	1,371	320	1,099	837	-262	736	727	-9	3,595	3,751	156
B. VAW COUNSELLING SERVICES																		
Total Women Served	426	379	-47	879	1,124	245	10,091	11,911	1,820	2,054	2,830	776	536	740	204	13,986	16,984	2,998
Total Served: Crisis Counselling	426	379	-47	259	258	-1	8,550	8,666	116	278	1,266	988	174	372	198	9,687	10,941	1,254
Total Served: Sexual Assault Counselling	0	0	0	105	132	27	327	412	85	139	182	43	107	144	37	678	870	192
Total Served: Long-term Therapeutic Counselling	0	0	0	580	628	48	688	746	58	406	485	79	176	192	16	1,850	2,051	201
C. CHILD WITNESS PROGRAM																		
Total Children Served	144	43	-101	71	77	6	619	557	-62	106	114	8	86	113	27	1,026	904	-122
Total Mothers Served	11	25	14	70	38	-32	210	164	-46	72	100	28	74	74	0	437	401	-36
Total Children's Groups	8	4	-4	12	13	1	22	24	2	13	15	2	6	6	0	61	62	1
D. VAW EMERGENCY SHELTER SERVICES																		
Total Women Served	82	95	13	272	242	-30	431	292	-139	325	286	-39	215	195	-20	1,325	1,110	-215
Total Children Served	59	80	21	251	251	0	123	404	281	247	302	55	149	133	-16	829	1,170	341
Total Number of Days of Residential Care	4,192	4,739	547	18,512	21,113	2,601	27,936	32,644	4,708	19,240	17,293	-1,947	8,753	9,010	257	78,633	84,799	6,166
Total Number of Beds	14	14	0	50	50	0	93	93	0	50	50	0	28	28	0	235	235	0

Source: MCSS Service Data Report, 2006/07 and 2007/08.



MCSS FUNDING OF VAW SERVICE SYSTEM SERVICES AND SUPPORTS BY GEOGRAPHIC AREA  
CENTRAL WEST REGION, MCSS  
TIMEFRAME: APRIL 2006 – MARCH 2007 AND APRIL 2007 – MARCH 2008

Funding	Geographic Area					Total
	Dufferin	Halton	Peel	Waterloo	Wellington	
<b>A. TRANSITIONAL HOUSING AND SUPPORT PROGRAMS</b>						
2006-2007 Total Annualized Funding (\$)	96,114.00	225,468.00	756,510.00	275,460.00	159,585.00	\$ 1,513,137.00
Funding Percentage of Total	6.35%	14.90%	50.00%	18.20%	10.55%	100.00%
2007-2008 Total Annualized Funding (\$)	98,036.00	229,977.00	771,640.00	280,969.00	162,777.00	\$ 1,543,399.00
Funding Percentage of Total	6.35%	14.90%	50.00%	18.20%	10.55%	100.00%
VARIANCE	\$ 1,922.00	\$ 4,509.00	\$ 15,130.00	\$ 5,509.00	\$ 3,192.00	\$ 30,262.00
<b>B. VAW COUNSELLING SERVICES</b>						
2006-2007 Total Annualized Funding (\$) *	247,608.00	617,556.00	1,348,022.00	688,511.00	300,610.00	\$ 3,202,307.00
Funding Percentage of Total	8%	19%	42%	22%	9%	100%
2007-2008 Total Annualized Funding (\$) *	252,560.00	629,907.00	1,374,982.00	702,281.00	306,622.00	\$ 3,266,352.00
Funding Percentage of Total	7.73%	19.28%	42.10%	21.50%	9.39%	100.00%
VARIANCE	\$ 4,952.00	\$ 12,351.00	\$ 26,960.00	\$ 13,770.00	\$ 6,012.00	\$ 64,045.00
<b>C. CHILD WITNESS PROGRAM</b>						
2006-2007 Total Annualized Funding (\$)	37,864.00	112,288.00	428,287.00	155,966.00	83,796.00	\$ 818,201.00
Funding Percentage of Total	5%	14%	52%	19%	10%	100%
2007-2008 Total Annualized Funding (\$)	38,621.00	114,534.00	436,853.00	159,086.00	85,472.00	\$ 834,566.00
Funding Percentage of Total	4.63%	13.72%	52.34%	19.06%	10.24%	100.00%
VARIANCE	\$ 757.00	\$ 2,246.00	\$ 8,566.00	\$ 3,120.00	\$ 1,676.00	\$ 16,365.00
<b>D. VAW EMERGENCY SHELTER SERVICES</b>						
2006-2007 Total Annualized Funding (\$)	594,421.00	1,472,904.00	2,745,192.00	1,482,856.00	1,001,713.00	\$ 7,297,086.00
Funding Percentage of Total	8.15%	20.18%	37.62%	20.32%	13.73%	100.00%
2007-2008 Total Annualized Funding (\$)	606,309.00	1,502,362.00	2,800,649.00	1,512,513.00	1,021,747.00	\$ 7,443,580.00
Funding Percentage of Total	8.15%	20.18%	37.63%	20.32%	13.73%	100.00%
VARIANCE	\$ 606,309.00	\$ 1,502,362.00	\$ 2,800,649.00	\$ 1,512,513.00	\$ 1,021,747.00	\$ 7,443,580.00
<b>TOTAL ANNUALIZED FUNDING 2006-2007</b>	976,007.00	2,428,216.00	5,278,011.00	2,602,793.00	1,545,704.00	\$ 12,830,731.00
<b>TOTAL ANNUALIZED FUNDING 2007-2008</b>	995,526.00	2,476,780.00	5,384,124.00	2,654,849.00	1,576,618.00	\$ 13,087,897.00
<b>VARIANCE</b>	\$ 19,519.00	\$ 48,564.00	\$ 106,113.00	\$ 52,056.00	\$ 30,914.00	\$ 257,166.00

Source: MCSS Service Data Report, 2006/07 and 2007/08.

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## SECTION THREE

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### VAW SERVICE SYSTEM SITUATIONAL ANALYSIS

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*Strategic thinkers comprehensively assess the strengths, weaknesses, threats and opportunities in the environment that are barriers or facilitators to achieving the desired result.*

A Guide to Community-based, Collaborative Strategic Planning: Judith Chynoweth.

#### **3.1 OVERVIEW**

An initial step in determining future priorities is to identify and determine the relationship between the strengths and weaknesses of the current service system capacity and the opportunities and challenges of the external environment. This dialogue provides a context for identifying critical issues or choices for the future and agreeing on priority future directions.

#### **3.2 VAW SERVICE SYSTEM CAPACITY: STRENGTHS AND WEAKNESSES**

Determining the capacity of the VAW service system to respond to the changing environment is critical to future success. The strengths and weaknesses of a service system will influence its overall capacity to achieve the stated vision. The strengths and weaknesses of the VAW service system in the Central West Region of MCSS, as identified by stakeholders, include the following.

##### **A. STRENGTHS OF THE CURRENT VAW SERVICE SYSTEM**

- *Women-centred/directed Approaches:* Agencies strive to deliver supports within a context of a women-centred/directed approach to service delivery.

- *Diversity:* The cultural, ethnic and religious diversity of communities is celebrated.
- *Commitment and Passion:* A strong commitment and passion to prevent domestic violence are characteristic of the service system.
- *Range of Diverse Services and Supports:* A range of diverse community-based services and supports is promoted throughout the service system.
- *Staff Competency:* The VAW service system has staff who are knowledgeable, skilled, experienced and compassionate.
- *Accessibility:* There is a concerted effort to ensure that services are accessible and user friendly.
- *Best Practices:* Best practices in the prevention of domestic violence are promoted and embraced.
- *Partnerships and Collaboration:* Partnerships and collaborative initiatives are pursued to more effectively and efficiently respond to the needs of women and prevent domestic violence.

- *Innovation and Creativity:* Innovation and creativity are encouraged in an attempt to enhance the service system capacity.
- *Pursuit of Excellence:* The service system is characterized by a culture that promotes the achievement of high standards and evaluation of outcomes in its collective efforts to pursue excellence.
- *Networking:* There is willingness to network to share information and promote cooperation.
- *Community Awareness:* The issue of domestic violence is visible due to both individual and collective community awareness initiatives.
- *Continuous Learning:* Opportunities for continuous learning are promoted within the service system.

#### B. WEAKNESSES OF THE CURRENT VAW SERVICE SYSTEM

- *Diversity Competency:* The changing demographics of communities require enhanced service capacity to respond to the diverse needs of women.
- *Seamless Service System:* There are gaps in the continuum of VAW services and supports that impede the existence of a seamless system.
- *Range of Services:* The continuum of services does not include the full range of services and supports that are required by communities.
- *Service Delivery Flexibility:* Some services and supports would benefit from a more flexible approach to their delivery.

- *Service Delivery Silos:* There are situations where service providers are working in "silos" rather than in an integrated service system.
- *Prevention and Awareness:* A comprehensive and consistent prevention and community awareness strategy in relation to the prevention of domestic violence has not been implemented.
- *Succession Planning:* The recruitment and the retention of knowledgeable and skilled staff are a challenge.
- *Employee Wellness:* There is a need to collectively enhance efforts to ensure employee wellness.
- *Information Systems:* Agency information systems and technology are not adequate to support the needs of VAW organizations within the service system.
- *Sustainable Funding:* The service system does not have adequate or sustainable resources to adequately respond to identified community needs.
- *Equitable Funding Allocation:* Public funding allocation is not equitable in relation to significant population growth.
- *Inter-ministerial Government Relationships:* The capacity of the service system to respond to the needs of women experiencing domestic violence is negatively affected by the lack of effective inter-ministerial government relationships.

### 3.3 EXTERNAL ENVIRONMENT: CHALLENGES AND OPPORTUNITIES

Significant influences from outside the service system that could affect current and future performance and directions include

social (changing demographics), political (legislation or public policy), economic (funding priorities and community resources), and legal (liabilities and risks) influences. These influences can create both challenges and opportunities for

the future of the service system. External influences for the VAW service system, along with the challenges and opportunities they present, as identified by the key stakeholders, are summarized in the chart below.

IDENTIFIED EXTERNAL INFLUENCES: CHALLENGES AND OPPORTUNITIES  
VAW SERVICE SYSTEM STRATEGIC PLANNING PROCESS  
CENTRAL WEST REGION, MCSS

<i>External Influences</i>	<i>Challenges</i>	<i>Opportunities</i>
<i>A. PUBLIC POLICY INFLUENCES</i>		
A.1 Lack of defined VAW public policy	<ul style="list-style-type: none"> <li>■ VAW is not viewed as one of the highest political priorities.</li> </ul>	<ul style="list-style-type: none"> <li>■ Provincial organizations affiliated with VAW have increased their efforts to influence policy.</li> <li>■ Opportunities for pilot projects have emerged (e.g., Family Violence Project of Waterloo Region)</li> </ul>
A.2 Absence of an inter-ministerial framework	<ul style="list-style-type: none"> <li>■ Lack of inter-ministerial framework results in fragmented approaches.</li> <li>■ Accountability expectations are not defined for an integrated service system.</li> </ul>	<ul style="list-style-type: none"> <li>■ Some inter-ministerial planning initiatives exist.</li> <li>■ Collective efforts could promote an inter-ministerial framework for VAW.</li> </ul>
A.3 Fragmented planning	<ul style="list-style-type: none"> <li>■ Issues related to violence against women are not a planning priority for the health sector.</li> <li>■ There is no long-term vision for the VAW service system.</li> </ul>	<ul style="list-style-type: none"> <li>■ Opportunity to influence the Local Health Integrated Network (LHIN) planning priorities through awareness.</li> <li>■ Explore opportunities with health partners for co-location to reduce health care costs.</li> </ul>

<i>External Influences</i>	<i>Challenges</i>	<i>Opportunities</i>
A.4 Insufficient sustainable funding	<ul style="list-style-type: none"> <li>■ Capacity of the service system to respond to the needs of women experiencing violence is diminished.</li> <li>■ Infrastructure becomes fragile.</li> <li>■ Difficult to plan for future.</li> </ul>	<ul style="list-style-type: none"> <li>■ Emphasis on collaboration to explore opportunities to share and pool resources to enhance service capacity.</li> </ul>
A.5 Complexity of legal service system	<ul style="list-style-type: none"> <li>■ Legal system is complex and experiences significant turnover in crown attorney.</li> <li>■ There is a lack of effective communication and coordination between family court and criminal court.</li> </ul>	<ul style="list-style-type: none"> <li>■ Build on success of training initiatives for lawyers.</li> <li>■ Promote the creation of a court dedicated to addressing issues related to domestic violence.</li> </ul>
A.6 Service system collaboration	<ul style="list-style-type: none"> <li>■ Expectations for service system collaboration are not well defined.</li> </ul>	<ul style="list-style-type: none"> <li>■ Broader representation exists on some collaborative committees.</li> <li>■ Grassroots initiatives are needed to promote service system collaboration.</li> </ul>
<i>B. SOCIAL INFLUENCES</i>		
B.1 Increasingly diverse needs of women	<ul style="list-style-type: none"> <li>■ Limited capacity of the VAW service system to respond to the diverse needs of women, including seniors, lesbians, gays, bisexuals and women with disabilities.</li> <li>■ Service system is culturally sensitive but has not achieved full competence.</li> </ul>	<ul style="list-style-type: none"> <li>■ Promote education to generate greater acceptance of diversity by younger generation.</li> <li>■ Technology has provided opportunities to enhance the capacity of the service system to share information to respond to the diverse needs of women experiencing violence.</li> </ul>

<i>External Influences</i>	<i>Challenges</i>	<i>Opportunities</i>
B.2 Awareness of VAW as a critical social issue	<ul style="list-style-type: none"> <li>■ VAW is not recognized as a critical societal issue.</li> </ul>	<ul style="list-style-type: none"> <li>■ Introduce and/or build on existing collaborative awareness campaigns, including media awareness.</li> </ul>
<i>C. ECONOMIC INFLUENCES</i>		
C.1 Geographic characteristics	<ul style="list-style-type: none"> <li>■ No regional transportation system exists.</li> <li>■ Geographic characteristics require different approaches to service delivery.</li> <li>■ The needs of rural communities are not well known or understood.</li> </ul>	<ul style="list-style-type: none"> <li>■ Pursue innovative models (e.g., VAW mobile) to enhance awareness and outreach.</li> </ul>
C.2 Poverty	<ul style="list-style-type: none"> <li>■ Women experiencing violence often face poverty and do not have the resources for required supports.</li> <li>■ More emphasis needs to be placed on women's economic development.</li> </ul>	<ul style="list-style-type: none"> <li>■ There is potential to respond to the needs of women experiencing violence within the context of a strategy to address poverty.</li> </ul>
C.3 Affordable housing	<ul style="list-style-type: none"> <li>■ Lack of affordable housing creates challenges for women experiencing violence.</li> <li>■ Eligibility criteria for subsidized housing have been tightened.</li> </ul>	<ul style="list-style-type: none"> <li>■ Encouraging inter-governmental (i.e., provincial, municipal) discussions on housing would be beneficial.</li> </ul>
C.4 Settlement resources	<ul style="list-style-type: none"> <li>■ There is no strategic approach to settlement supports and resources.</li> </ul>	<ul style="list-style-type: none"> <li>■ Advocate for better representation of VAW settlement services and supports.</li> </ul>

### 3.4 CRITICAL ISSUES AND PRIORITIES

The critical issues or choices that the VAW service system in the Central West Region of MCSS faces concerning its future were identified by stakeholders in the consultation process. The VAW Service System Forum considered the critical issues that were identified as being most important to the future success of the VAW service system, as follows.

- *Sustainable Public Funding:* There has not been significant funding to enhance the investment in prevention initiatives or to respond to the increasing demand for supports and services for women experiencing violence.
  - *Enhanced Service System Competency:* There is an increased need to enhance the competency of the VAW service system to respond to the diverse and increasing complex needs of women experiencing violence.
  - *Service System Capacity:* Growth in the population of the Central West Region, combined with the documented increase in prevalence rates of violence, has resulted in a significant demand for enhanced service system capacity in relation to prevention initiatives and supports for women experiencing violence.
  - *Poverty:* The level of poverty and lack of economic opportunities hinder women in their efforts to be independent and self-sufficient.
  - *Integrated Service System:* The lack of a coordinated, collaborative and integrated approach to VAW services and supports adversely affects the responsiveness of the service system.
- *Affordable Housing:* The need for additional resources and improved access to affordable housing is critical to ensuring a safe future for women experiencing violence and their children.
  - *Long-term Treatment:* There is a need to improve service access and outcomes for women experiencing violence who have mental health and addiction challenges.
  - *Legal System Responsiveness and Navigation:* The lack of coordination between Criminal Court and Family Court and the perceived lack of awareness by some members of the judicial system create significant challenges for women experiencing violence who are involved with the legal system. The complexity of the legal system, compounded by the diverse needs of women, creates barriers for access to and navigation of the legal system.
  - *Prevention:* The lack of adequate investment of funding for prevention initiatives limits the potential of eliminating violence against women.
  - *Inter-ministerial Planning and Coordination:* Efforts to strengthen inter-ministerial government planning and coordination to create an integrated VAW service system are essential if the partnership between publicly funded service sectors is to be effective.
  - *Response to Abusers:* To effectively hold abusers accountable for their behaviour, there is a need for improved service responses and consequences for repeat offenders.

- *Accountability*: Clear expectations and a consistent monitoring process are required to ensure that the VAW service system is accountable for results.
- *Access*: Access to services and supports is often impeded because women experiencing violence require practical supports (e.g., child care, transportation) to assist them in their efforts.

- *Public Awareness*: Violence against women as a significant social problem is often not understood due to lack of public awareness, which is required to empower communities to respond.



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## SECTION FOUR

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### VAW SERVICE SYSTEM STRATEGIC PLAN

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*Strategic planning involves choosing how best to respond to the circumstances of a dynamic environment. Being strategic requires recognizing these choices and committing to one set of responses instead of another.*

Strategic Planning: Michael Allison and Jude Kaye.

#### 4.1 OVERVIEW

The Violence Against Women Service System Strategic Plan for the Central West Region of the Ministry of Community and Social Services articulates where the service system should be in the future and identifies the path for how the service system will get there. The plan includes a vision, values, strategic directions, goals and objectives.

The *vision* statement describes the preferred future of the service system. It presents a credible, realistic and positive future that is better than what currently exists. *Values* are a set of fundamental beliefs that guide the actions and decisions of the service system partnership. A *strategic direction* is a future-focused priority of the service system. *Goals* are broad and outcome-based statements that articulate a future destination of the service system. *Objectives* are specific, measurable and time-phased outcomes that support the achievement of the goal. An objective can be stated in terms of a process or an outcome. A *process objective* is an activity undertaken by the service system. An *outcome objective* describes a change that will be implemented to benefit women experiencing violence who are served by the service system.

#### 4.2 VISION AND VALUES

##### A. VISION

The vision of the VAW Service System of the Central West Region of MCSS focuses on a preferred future characterized by shared responsibility, responsiveness, service system capacity, resource sustainability and accountable relationships. This vision is featured as follows.

- *Shared Responsibility*: The prevention of domestic violence is a shared responsibility of citizens, communities and governments, leading to inspired leadership, commitment and action.
- *Responsive Service System*: The uniqueness and diversity of women and their children are valued and celebrated by the partners of the service system. The service system responds in an integrated and client-directed manner, demonstrating compassion towards a woman's reality.
- *Service System Capacity*: The VAW service system reflects a continuum of supports that are accessible, affordable, flexible and effective, resulting in a positive difference in the lives of women. Collaboration among VAW service system partners is embraced, and quality is promoted.

- *Resource Sustainability:* Adequate, equitable and sustainable resources are available to enable communities and the service system to prevent domestic violence.
- *Accountable Relationships:* Accountable relationships are characterized by open communication, transparency, integrity and the capacity to demonstrate results achieved.

## B. VALUES

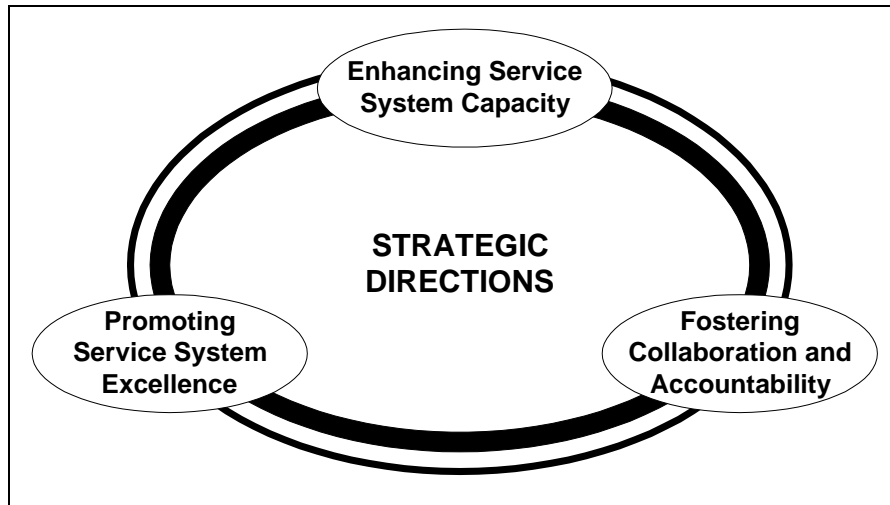
The set of fundamental beliefs that will guide the future direction of the service system include the following values.

- *Respect and Dignity:* We believe in providing an environment in which women and their children are treated with respect and dignity.
  - *Uniqueness and Diversity:* We value and honour the uniqueness and diversity of women and their children by achieving a culturally sensitive and competent service system.
  - *Women/Client-centred Approach:* We embrace a women/client-centred approach to service delivery that recognizes strengths, supports choice and self-determination, promotes individualized approaches, and advocates for the empowerment of women.
  - *Context:* We believe that the prevention of domestic violence benefits from an anti-oppressive and feminine-analysis context that eliminates the culture of male privilege.
- *Shared Responsibility:* We view the prevention of domestic violence as a shared responsibility of communities and government funders who advocate for and achieve social change.
  - *Safety and Security:* We believe that women and their children have a right to be protected from harm.
  - *Equity and Access:* We believe in the principles of equitable and timely access to services.
  - *Best Practices and Quality:* We believe that adopting best practices and implementing continuous quality improvement approaches are critical in the pursuit of excellence.
  - *Effectiveness:* We monitor the effectiveness of services and supports through evaluation, research, ethical practices and professionalism.
  - *Partnerships:* We respect the role of other community partners and promote collaborative relationships.
  - *Integrated Service System.* We support an integrated service system that results in a continuum of services and supports for women.
  - *Learning and Innovation:* We foster continuous learning and nurture innovation.
  - *Sustainability:* We believe that the prevention of domestic violence requires an adequate and sustainable investment of public funds.
  - *Accountability:* We promote accountability through open communication, transparency and the capacity to demonstrate outcomes achieved.

### 4.3 STRATEGIC DIRECTIONS, GOALS AND OBJECTIVES

The strategic directions or priorities of the VAW service system focus on enhancing the VAW service system capacity, fostering service system collaboration and accountability, and promoting service system excellence through effective practices and outcome-based evaluation.

STRATEGIC DIRECTIONS OF THE VAW SERVICE SYSTEM  
CENTRAL WEST REGION, MCSS



Goals and objectives have been developed for each of the strategic directions. Goals are broad-based statements that articulate the desired result. Objectives are specific outcomes that support the achievement of the goal.

#### A. STRATEGIC DIRECTION: ENHANCING VAW SERVICE SYSTEM CAPACITY

##### *Preamble*

The outcomes of various community planning processes, research initiatives and documented experiences indicate that the current VAW service system in the Central West Region is facing challenges in meeting the growing, diverse and complex needs of women experiencing violence and their children. Identifying needs, exploring opportunities and implementing strategies to enhance the VAW service system capacity were deemed a priority direction for the future.

##### *Strategic Goal One*

To identify needs, explore opportunities and implement strategies to enhance the capacity of the MCSS-funded VAW service system in the Central West Region.

##### *Objectives*

- 1.1 Conduct an analysis of the needs of women experiencing violence and their children and identify service gaps in the VAW service system in the Central West Region funded by MCSS.
- 1.2 Explore opportunities within the MCSS-funded VAW service system to enhance overall effectiveness and efficiency of current services and supports.

- 1.3 Identify strategies to better respond to the diverse needs of marginalized women.
- 1.4 Develop and implement a plan to enhance the capacity of the VAW service system to meet the diverse needs of marginalized women in the Central West Region.

*B. STRATEGIC DIRECTION: FOSTERING COLLABORATION AND ACCOUNTABILITY*

*Preamble*

Effectively responding to the current and future needs of women experiencing violence and their children requires the VAW service system and the broader service sector to continue to strengthen collaboration and mutual accountability among all partners. Of particular importance is the need to foster effective partnerships and accountability relationships between the VAW service system and the legal, social services, health and education sectors in order to be more responsive to women experiencing violence and their children.

*Strategic Goal Two*

To explore and implement strategies to strengthen the collaboration and the accountability relationships between the VAW service system and the legal, social services, health and education sectors in order to be more responsive to women experiencing violence and their children.

*Objectives*

- 2.1 Promote enhanced collaboration with the child welfare service system partners by pursuing opportunities to

increase awareness of and responsiveness to women experiencing violence and their children.

- 2.2 Identify and pursue mutual opportunities between Ontario Works and the VAW sector to strengthen partnerships.
- 2.3 Initiate a dialogue with representatives of the legal services and court systems and the VAW service system to explore opportunities and implement strategies to promote a more collaborative approach to strengthen the service system accountability to women experiencing violence and their children.
- 2.4 Explore opportunities with education sector partners to increase awareness of women experiencing violence and their children within the context of current provincial initiatives.
- 2.5 Enhance partnerships with health sector partners to improve access and outcomes for women experiencing violence who have mental health and addiction challenges.

*C. STRATEGIC DIRECTION: PROMOTING SERVICE SYSTEM EXCELLENCE*

*Preamble*

The ability of the VAW service system in the Central West Region to demonstrate excellence in outcomes achieved is key to future success. Enhancing the capacity of the VAW service system in this regard was viewed as critically important for the future.

### *Strategic Goal Three*

To promote excellence in the VAW service system through the implementation of effective practices and an outcome-based evaluation process.

#### *Objectives*

- 3.1 Identify effective practices in the field of VAW services and supports and develop a resource document.
- 3.2 Identify the key components of an outcome-based evaluation process and develop a resource document.

## **4.4 IMPLEMENTATION STRATEGY**

The implementation strategy of the VAW Service system Strategic Plan for the Central West Region will consist of the creation of Implementation Teams and an implementation workplan.

### *A. IMPLEMENTATION TEAMS*

The VAW Service System Forum for the Central West Region of MCSS will meet on a regular basis during the period of January-December 2009. A schedule of meetings has been determined. The Forum meetings will consist of a one-day session conducted at a central location. The Forum meetings will provide an opportunity for Implementation Teams to meet and report to the broader Violence Against Women Service System Forum on outcomes achieved. The Forum meetings will also include information sharing and dialogue sessions with VAW partners from other sectors.

The Implementation Teams will be composed of members of the VAW Service System Forum. Implementation Teams will reflect representatives from each of the geographic areas where feasible. The purpose of the Implementation Teams will be to undertake the steps identified in the implementation workplan to achieve a specific strategic goal and its corresponding objectives. Each Implementation Team will be chaired or co-chaired by a Forum member(s).

The following three Implementation Teams will be established for the period of January-December 2009.

- Service System Capacity
- Service System Collaboration and Accountability
- Service System Excellence

Terms of Reference for each of these Implementation Teams are featured in Appendix F.

### *B. IMPLEMENTATION STRATEGY*

An implementation workplan has been developed that addresses each of the strategic directions featured in this plan to be addressed during the January-December 2009 timeframe. The workplan consists of a series of steps to be taken by the VAW Service System Forum to achieve the stated strategic goals and their corresponding objectives. The workplan is featured in Appendix G of this document.

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SECTION FIVE

APPENDICES

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## APPENDIX A

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### REFERENCES AND RESOURCES

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## APPENDIX B

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### GLOSSARY OF TERMS

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The following terms have been defined within the context of the Violence Against Women service system.

**Collaboration:** Collaboration is the process of working together that leads to action and results.

**Goal:** A goal is a broad and outcome-based statement that articulates a future destination of the service system.

**Objective:** An objective is a specific, measurable and time-phased outcome that supports the achievement of the goal. An objective can be stated in terms of a process or outcome. A *process objective* is an activity undertaken by the service system. An *outcome objective* describes a change that will be implemented to benefit women experiencing violence who are served by the service system.

**Service System:** A service system includes the organizations, groups and individuals administering and delivering a set of inter-dependent supports and services that meet the identified needs of people. (Source: *Integration of Human Services*, Ministry of Community and Social Services.)

**Stakeholder:** Anyone who cares, or should care, about the future of a service system, i.e., anyone who has a "stake" in its success. (Adapted from *Strategic Planning for Nonprofit Organizations*, by M. Allison and J. Kaye.)

**Strategic Direction:** A strategic direction is a future-focused priority of the service system.

**Strategic Planning:** Strategic planning is the process of determining where a service system will be in the future and how it will get there. (Adapted from *Strategic Planning Workbook for Nonprofit Organizations*, by Bryan Barry.)

**Strategy:** A strategy is a set of activities or programs combined in a particular way to move the service system toward the stated objective.

**Values:** Values are a set of fundamental beliefs that guide the actions and decisions of the service system partnership.

**Violence Against Women:** Violence against women is an abuse of power, usually on the part of a male. This abuse of power takes the form of controlling behaviour that involves physical, sexual, emotional, psychological and financial abuse of women within all kinds of former or current intimate and close partner relationships. Women experience many forms of violence, including stalking and intimidation; sexual, verbal, emotional and other forms of harassment; physical violence; hate-related violence; sexual assault; and domestic violence.

**Vision:** A vision statement describes the preferred future of the service system. It presents a credible, realistic and positive future that is better than what currently exists.



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## APPENDIX C

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### VAW SERVICE SYSTEM FORUM TERMS OF REFERENCE

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#### A. INTRODUCTION

The Central West Region of the Ministry of Community and Social Services (MCSS) has established a Violence Against Women (VAW) Service System Forum. This Forum brings together representatives of the MCSS-funded VAW transfer payment agencies for the purposes of planning and coordinating activities of the service system.

#### B. PURPOSE

The purpose of the Violence Against Women Service System Forum is as follows:

- (i) To develop a regional service system strategic plan for VAW services, in consultation with women receiving services, program staff and community partners. This plan will identify critical issues, service trends, priorities and strategic directions of the service system and will be developed within the context of provincial government public policy directions;
- (ii) To develop, implement and monitor progress of an annual work plan designed to achieve the goals specified in the VAW Service System Strategic Plan;

- (iii) To explore and implement strategies to enhance collaboration;
- (iv) To explore and recommend strategies to enhance the capacity of the VAW service system to meet the needs of each community, as well as the region as a whole;
- (v) To provide advice to the Central West Region of MCSS on considerations and/or directions on VAW provincial government policy; and
- (vi) To provide an opportunity to share relevant information between the Central West Regional Office and MCSS-funded VAW transfer payment agencies.

#### C. VAW SERVICE SYSTEM FORUM CO-CHAIRS

The VAW Service System Forum will be co-chaired by a MCSS representative and a member of the Forum. The members of the Forum will appoint a Co-chair on an annual basis. The term of the Co-chair(s) will be one year, with an option to be renewed for a second term. The role of the Co-chairs will be as follows:

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## APPENDIX C

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### VAW SERVICE SYSTEM FORUM TERMS OF REFERENCE

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- (i) Take turns chairing each meeting in a fair and efficient manner, including starting and adjourning on time and providing support in summarizing and clarifying issues and recommendations;
- (ii) Develop the meeting agenda; and
- (iii) Ensure meeting information is pre-circulated a minimum of five (5) business days before each meeting.

#### **D. MINUTES**

The Central West Region of MCSS will coordinate the completion of meeting minutes and distribution of meeting information.

#### **E. COMPOSITION**

The VAW Service System Forum will comprise the Executive Director or a senior management representative from each of the MCSS-funded VAW transfer payment agencies and two representatives of the Central West Region of MCSS.

#### **F. MEETING SCHEDULE**

The VAW Service System Forum will meet a minimum of three times for the period of November 2007-April 2008 to develop a strategic plan. Upon completion of the strategic plan, the Forum will meet a minimum of four (4) times a year. A meeting schedule will be established early in the process.

#### **G. FORUM MEMBER PARTICIPATION GUIDELINES**

The members of the VAW Service System Forum are expected to respect the following participation guidelines:

##### *(i) Attendance*

If a member is unable to attend a meeting, he/she is asked to send regrets to Soon Keng Goh, at 905 567-7177 ext. 266, or Soon-Keng.Goh@ontario.ca. Another senior manager may attend on this person's behalf to ensure the agency's participation.

##### *(ii) Meeting Preparation and Participation*

Forum members are requested to review meeting information in advance and actively participate at each meeting.

##### *(iii) Confidentiality/Representation to the Public*

The Central West Region of MCSS will develop a strategy in consultation with Forum members to share information regarding the endeavours of the VAW Service System Forum.

#### **H. TIMEFRAME**

The VAW Service System Forum will be in effect from November 2007 to December 2009, at which time the effectiveness of this group will be reviewed.

Approved: February 2008

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## APPENDIX D

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### VAW SERVICE SYSTEM FORUM MEMBER AGENCIES

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**Armagh**

1801 Lakeshore Road West  
Mississauga, Ontario L5J 4S6

**Burlington Counselling & Family Services**

460 Brant Street, Suite 200  
Burlington, Ontario L7R 4B6

**Catholic Cross-Cultural Services**

55 Town Centre Court, #401  
Scarborough, Ontario M1P 4X4

**Catholic Family Counselling Centre (Region of Waterloo)**

400 Queen Street South  
Kitchener, Ontario N2G 1W7

**Catholic Family Services of Peel-Dufferin**

10 Gillingham Drive, 2<sup>nd</sup> Floor, Unit 201  
Brampton, Ontario L6X 5A5

**Community Justice Initiatives of Waterloo Region**

49 Queen Street North, 3<sup>rd</sup> Floor  
Kitchener, Ontario N2H 2G9

**Family Counselling & Support Services for Guelph Wellington**

109 Surrey Street East  
Guelph, Ontario N1H 3P7

**Family Counselling Centre of Cambridge and North Dumfries**

18 Walnut Street  
Cambridge, Ontario N1R 2E7

**Family Services of Peel**

151 City Centre, Suite 501  
Mississauga, Ontario L5B 1M7

**Family Transition Place**

20 Bredin Parkway  
Orangeville, Ontario L9W 4Z9

**Guelph-Wellington Women in Crisis**

P.O. Box 1451  
Guelph, Ontario N1H 6N9

**Halton Family Services**

235 Lakeshore Road East  
Oakville, Ontario L6J 7R4

**Halton Women's Place**

2025 Guelph Line, Suite 223  
Burlington, Ontario L7P 4X4

**India Rainbow Community Services of Peel**

3038 Hurontario Street, Suite 206  
Mississauga, Ontario L5B 3B9

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## APPENDIX D

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### VAW SERVICE SYSTEM FORUM MEMBER AGENCIES

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**Interim Place**

Box 245, Port Credit Postal Station  
Mississauga, Ontario L5G 4L8

**Kitchener-Waterloo Counselling Services Incorporated**

480 Charles Street East  
Kitchener, Ontario N2G 4K5

**Lutherwood**

285 Benjamin Road  
Waterloo, Ontario N2J 3Z4

**Malton Neighbourhood Services**

3540 Morning Star Drive  
Mississauga, Ontario L4Y 1Y2

**Muslim Community Services**

150 Central Park Drive, Suite 304  
Brampton, Ontario L6T 2T9

**Regional Municipality of Waterloo**

99 Regina Street South  
Waterloo, Ontario N2J 4G6

**Governing Council of the Salvation Army in Canada****Honeychurch Family Life Resource Centre**

535 Main Street North  
Brampton, Ontario L6X 3C9

**Governing Council of the Salvation Army in Canada****Salvation Army Women's Counselling Centre**

2460 The Collegeway  
Mississauga, Ontario L5L 1V3

**United Achievers' Community Services**

36 Queen Street East Lower Level  
Brampton, Ontario L6V 1A2

**Victim Services of Peel**

7750 Hurontario Street  
Brampton, Ontario L6V 1A2

**Wilmot Family Resource Centre Inc.**

175 Waterloo Street, Unit 1  
New Hamburg, Ontario N3A 1S3

**Women's Crisis Services of Waterloo Region**

P.O. Box 32008  
Cambridge, Ontario N3H 5M2

*Strategic planning is charting a course that you believe is wise, then adjusting the course as you gain more information and expertise.*

Strategic Planning: Bryan W. Barry.

### ***Stakeholder Perspectives***

This summary report features the perspectives of women supported by the VAW service system, VAW agency staff and community partners who participated in the service system planning process. The strengths and areas of improvement of the current VAW service system are presented by geographic area (Dufferin, Wellington, Waterloo, Halton and Peel), in Section A. The future directions and priorities are featured by topic area, with geographic distinctions noted, in Section B.

#### ***A. CURRENT VAW SERVICE SYSTEM: STRENGTHS AND AREAS OF IMPROVEMENT***

##### ***(i) VAW Service System: Dufferin***

Stakeholder perspectives on the strengths and areas of improvement of the VAW service system in Dufferin are as follows.

##### ***STRENGTHS OF THE VAW SERVICE SYSTEM***

- ***Women-Directed/Focused Approach:*** The VAW supports are based on a women-directed/focused approach to service delivery. Women supported are treated with respect and dignity, within a non-judgmental environment.
- ***Choice:*** VAW services and supports are offered by several agencies, providing choices for women.

- ***Responsiveness:*** There is a concerted effort to respond to the needs of women and their children in a timely and appropriate manner.
- ***Range of Services:*** A range of VAW services is available, including shelter, second stage housing, counselling, support groups, mentoring and education sessions.
- ***Access:*** The crisis line is available 24/7, enabling women immediate access to support.
- ***Referral:*** Agencies are familiar with the services and supports provided by community agencies and are knowledgeable about appropriate referrals.
- ***Information:*** Information on available services, supports and links is available from partners in the service system.
- ***Specialized Services:*** There are some links to mental health and addiction services for women, as well as to domestic violence programs for men.
- ***Prevention:*** Several initiatives have been designed to increase community awareness and to prevent violence against women.

#### AREAS OF IMPROVEMENT

- *Service System Capacity:* The current VAW services and supports are not adequate to address the increasing, diverse (e.g. same sex, disabilities, younger women) and complex needs of women experiencing domestic violence.
- *Barriers to Access Services:* The lack of practical resources, including financial support, child care and transportation, creates barriers to accessing VAW services.
- *Diversity Competence:* The capacity of the VAW service system to respond to the diversity of the Dufferin population could be strengthened by a better connection to community-based “grassroots” organizations.
- *Visibility:* The visibility of the range of existing VAW services and supports needs to be enhanced.
- *Geographic Area:* The unique geographic characteristics of Dufferin County require more outreach and rural network approaches to respond more effectively to the needs of women and children.
- *Court System:* There is a lack of communication and coordination between the criminal and family court systems. Members of the court system, particularly judges and justices of the peace, could benefit from core training and education on violence against women.
- *Service System Coordination:* The VAW service system is not coordinated or integrated, and consequently women are required to explain their situation repeatedly to different agencies.

- *Inter-Ministerial Collaboration:* The lack of inter-ministerial collaboration within the provincial government does not permit an integrated policy and funding framework.
- *Sustainable Funding:* An additional investment of sustainable public funding is required to meet the current needs of the service system.
- *Community Awareness:* A community heightened awareness strategy needs to be designed to break the cycle of violence against women.

#### (ii) VAW Service System: Wellington

Stakeholder perspectives on the strengths and areas of improvement of the VAW service system in Wellington are as follows.

#### STRENGTHS OF THE VAW SERVICE SYSTEM

- *Range of Services and Supports:* A continuum of VAW services and supports is available in the community for women.
- *Integrated Approach:* The VAW services and supports are well connected (e.g. through an Action Committee), providing an integrated response to making a positive difference in the lives of women experiencing violence.
- *VAW Agency Staff:* The VAW service system reflects agency staff who are knowledgeable, skilled, compassionate and dedicated.

- *Communication:* There has been significant dialogue and information-sharing within the VAW service system, promoting greater acceptance of different viewpoints and better communication.
- *Outreach:* Over the years, there has been a shift to providing outreach services to specific groups of women in the community.
- *Partnerships:* Collaboration among various service system partners has been formalized (e.g. through protocol agreements) and monitored, with demonstrated positive outcomes.
- *Networks:* The creation of several networks (e.g. Elder Abuse Network) has resulted in heightened awareness of violence against women.
- *Collaboration:* The service system has adopted some standardized clinical activities (e.g. risk assessment tool) to enhance access and effectiveness for women who experience violence.
- *Access to Services:* The efforts to promote better coordination within the service system have enhanced access for women.
- *Crisis Access:* The VAW crisis line enables access to assistance on a 24/7 basis.
- *Services for Men:* Services are available for abusive men.
- *Interpreter Services:* The availability of free interpreter services to support the VAW service system is an asset.

- *Support:* There is an effort to provide support services (e.g. accompaniment, child care) to assist women in their endeavours.
- *Education:* There have been formal efforts to enhance education about violence against women.
- *Police:* The creation of a designated Domestic Violence Coordinator position in the police force is viewed as a positive step.
- *Domestic Violence Court:* There are formal efforts to coordinate the response of the court system in relation to domestic violence.

#### AREAS OF IMPROVEMENT

- *Service System Capacity:* The current resources of the VAW service system can no longer support the increasing needs of women (e.g. younger women) on a short- or longer-term basis.
- *Specialized Needs:* Mental health and addiction services are not always readily available to support women.
- *Outreach Services:* There is a need for outreach services to support women in various locations (e.g. workplace, rural areas).
- *Practical Supports:* Practical daily supports (e.g. child care, transportation, accompaniment services) are required to assist women to access services.
- *Legal System:* The legal process is viewed as complex, lengthy and overwhelming for many women experiencing

domestic violence. As a result, women experience numerous barriers to accessing the legal system.

- *Legal Aid:* Access to legal aid is restrictive for many women, leaving them without appropriate legal advice and/or representation.
- *Supportive Housing:* There is an urgent need for more affordable housing to be made available in a timely manner for women experiencing violence.
- *Housing Criteria:* Some aspects of the eligibility criteria (e.g. arrears payment) create barriers for women experiencing violence to access housing.
- *High-Risk Reduction Response:* An enhanced high-risk reduction response is required to develop a coordinated strategy to address repeat offenders.
- *Justice Coordination:* Coordination between family court and criminal court is required to ensure consistency in the way the justice system deals with abusive men.
- *Children's Services:* Services for children who witness violence need to be enhanced to provide adequate and ongoing support, particularly to adolescents.
- *Diversity:* The community could enhance its ability to respond to the needs of women from diverse cultures, especially new immigrants.
- *Community Support:* There is a need for practical and ongoing life-skills support for women who are making the transition from a shelter to the community.

- *Prevention:* A distinct prevention program supported by sustainable funding is required to break the cycle of domestic violence.
- *Training and Education:* The community would benefit from a coordinated approach to comprehensive VAW training and education.
- *Inter-Ministerial Coordination:* The lack of an inter-ministerial approach to VAW-related provincial government policy and funding is problematic and creates a fragmented framework.
- *Community Awareness:* A coordinated and comprehensive strategy to heighten community awareness is required.
- *Sustainable Funding:* An investment of sustainable public funding is required to enable the service system to meet the needs of women experiencing violence.
- *Information Availability:* Information that clearly articulates the legal and financial implications of leaving an abusive partner is not always readily available.

#### *(iii) VAW Service System: Waterloo*

Stakeholder perspectives on the strengths and areas of improvement of the VAW service system in Waterloo are as follows.

#### *STRENGTHS OF THE VAW SERVICE SYSTEM*

- *Leadership:* The individual and collective leadership of service system partners has resulted in a more effective and efficient response to women experiencing violence.



- *Client-Directed/Focused Approach:* The service system partners embrace a client-directed/focused approach to responding to the needs of women experiencing violence.
- *Information Sharing:* Information and resources on available VAW services and supports are readily available.
- *Coordinated Access:* VAW service system partners have strong linkages with each other, and these relationships continue, with co-location of some services.
- *Commitment:* Agency staff and partner organizations generate a positive energy in relation to addressing the issue of violence against women.
- *Diversity Competency:* The service system has evolved from culturally sensitive to competent in responding to the diverse needs of the community.
- *Collaboration:* The VAW service system partners promote an environment of collaboration and partnership, rather than one of competition and "turf protection."
- *Justice System:* The police and court representatives have become more involved in the planning and coordination of the VAW service system.
- *Community Awareness:* Strategies implemented to heighten the visibility of VAW services and supports have increased community awareness.
- *Training and Development:* There has been an increase in opportunities for VAW collaborative VAW training initiatives. The police have initiated a more comprehensive approach to training regarding domestic violence.

- *Communication:* Communication from the Central West Region of the Ministry of Community and Social Services, as the primary funder of VAW services and supports, has improved.

#### AREAS OF IMPROVEMENT

- *Service System Capacity:* The current service system does not have the capacity to respond to the increasing and complex needs of women experiencing violence and/or abusive male partners. The VAW service system also has limited ability to respond to the needs of marginalized women (e.g. rural, First Nation, women with disabilities).
- *Negative Attitudes:* Some service provider staff (e.g. at Ontario Works, Housing) display attitudes that lead the women supported to feel that they are being "punished" for leaving their abusive partner.
- *Diversity:* The competency of the VAW service system to respond to diversity has improved; however, there continues to be a need to learn about specific cultures.
- *Sexual Assault:* Sexual assault supports are not perceived as a priority within the VAW service system. Waiting lists for such services exist, and the rate of reporting sexual assault is low.
- *Practical Supports:* There is a need for improved practical supports (e.g. child care, transportation, accompaniment services) to better enable women to access services.
- *Flexible and Extended Hours:* To better respond to the needs of clients, VAW service provider agencies need to adopt more flexible and extended hours of operation.

- *Outreach:* It would be beneficial to place more emphasis on offering VAW outreach services to isolated geographic areas.
- *Interpreter Services:* Interpreter services enable VAW service system partners to effectively respond to the diversity of the community. However, public funding for these services has not changed in the last 10 years, even though demand for such services has increased significantly.
- *Services for Men:* The increase in referrals to the PAR program for male abusers is stretching current resources. Services and supports for adolescent males and culturally-tailored supports are required.
- *Family and Criminal Court:* The lack of coordination between the family and criminal court systems often leads to the issuing of conflicting court orders that create risk for women and children.
- *Judicial System Training:* Training enhancements are required to expand the knowledge and understanding of VAW issues by judges and justices of the peace.
- *Mental Health and Addiction Services:* The lack of mental health and addiction services is creating challenges for effectively responding to or supporting women who are experiencing violence.
- *Sustainable Funding:* The lack of sufficient sustainable public funding for the VAW service system limits responsiveness and service capacity.

- *Visibility:* Although there have been significant efforts to increase the visibility of VAW services and supports, women who are isolated (e.g. geographically) are not aware of their options.
- *Prevention and Education:* Prevention initiatives are limited. For example, a consistent VAW prevention and education program for high school students does not exist.

#### *(iv) VAW Service System: Halton*

Stakeholder perspectives on the strengths and areas of improvement of the VAW service system in Halton are as follows.

#### *STRENGTHS OF THE VAW SERVICE SYSTEM*

- *Range of Services and Supports:* A range of VAW services and supports is available, providing choice for women who have experienced violence. Several service providers (e.g. Region of Halton) have augmented their VAW supports with health and mental health services.
- *Affordability:* The VAW services are typically provided free of charge.
- *Complexity of Needs:* There is a concerted effort to link women supported to other needed services (e.g. mental health, addiction).
- *Ongoing Support:* The VAW service system has recognized that some women experiencing violence require long-term support and is accordingly providing services on an ongoing basis. This flexibility in the provision of services is valued by women supported.

- *Diversity:* The capacity and competency of the service system to respond to the diverse needs of women are improving. There are a greater number of agency staff with multi-language skills, and interpreter services are also available.
- *Collaboration:* The capacity of VAW community partners to work together has improved dramatically. Specific collaborative initiatives have included the adoption of a standardized assessment tool, as well as a CD ROM staff orientation package.
- *Prevention:* The broad representation and endeavours of the Halton Violence Prevention Council are viewed as a positive contribution to the community.
- *Legal Aid:* There is an improved presence of Legal Aid services in the community, which has enabled better access.
- *Housing:* The priority status given to women experiencing violence to access subsidized housing is very beneficial
- *Community Awareness:* Individually and collectively, the VAW community partners have undertaken community awareness initiatives.
- *Client-Directed Focus:* The provision of VAW services and supports reflects the adoption of client-directed values principles and approaches.
- *Service System Capacity:* Collaborative efforts among service sectors have resulted in an enhancement of service system capacity.

- *Communication:* Police and other VAW service system partners are sharing information in a more timely manner, leading to improved communication.
- *Training and Development:* Several service sectors (e.g. police) have taken steps to incorporate VAW training into their staff orientation and development processes.
- *Prevention:* School boards and VAW service system partners have collaborated on several prevention initiatives for youth.
- *Liaison Positions:* The various designated VAW and domestic violence liaison positions (e.g. in crown attorney offices and police departments) have resulted in improved communication and coordination.
- *Crisis Line:* A crisis line operates 24/7 in Halton Region.
- *Consistent Approach:* A standardized assessment tool has been adopted to promote a consistent approach in the service system.
- *Financial Assistance:* The Ontario Works program has attempted to implement more flexible strategies to improve its responsiveness to women experiencing violence.

#### AREAS OF IMPROVEMENT

- *Integrated Service System Planning:* Service system planning requires a coordinated, rather than a sector-specific, approach.
- *Coordination:* There is a need to explore opportunities for more integrated approaches, including co-location of

services, to enhance service system responsiveness to women experiencing violence.

- *Demographics:* The changing demographic profile of Halton Region requires more information and education resources for recent immigrants.
- *Geographic Area:* The size of Halton Region, in tandem with lack of public transportation, necessitates an increase in outreach services and satellite locations.
- *Access:* The VAW service system is not fully accessible to women with disabilities.
- *Practical Supports:* The lack of practical supports (e.g. child care, transportation) creates challenges to accessing VAW supports, as well as financial and legal assistance.
- *Eligibility Criteria:* Some eligibility criteria for VAW support services (e.g. Ontario Works, Housing) create barriers to access by women experiencing violence.
- *Safety Plans:* Funding is required to support safety plans (e.g. emergency alert technology, locks, security windows/doors) to ensure the safety of women and children.
- *Police Response:* There is a need to continue to promote a consistent police response and quality of investigations in relation to situations of violence against women and domestic abuse. In addition, continued dialogue is required on “dual charges.”
- *Legal System Coordination:* The lack of coordinated information between criminal and family court systems often results in court orders that create difficult situations for

women who have experienced violence. For example, the family court will award shared custody between parents even though the criminal court has charged the male partner with abuse and/or issued a restraining order.

- *Legal System Training:* The legal system would benefit from training for judges, justices of the peace and crown attorneys on introducing practical protocols into the system to lessen the revictimization of women and children.
- *Legal System Access:* Due to its complexity, the legal system is often described as “overwhelming” and difficult for women to navigate. It is also reported that many lawyers will not accept legal aid certificates even though they are listed as doing so. Women do not always have a trained interpreter or staff accompaniment to assist with their participation in the legal system.
- *Child Witness to Violence:* There is an increasing need for more resources to support children and adolescents who have witnessed violence against women.
- *Training and Development:* A coordinated approach to VAW training and development should be introduced to utilize current resources more effectively and efficiently.
- *Equitable Resources:* The population growth and diversity of Halton Region should be recognized with a more equitable allocation of public funds.
- *Research:* A review of the research on successful approaches to prevention and supports for women who have experienced violence is required as part of an overall commitment to excellence and effective policy directions.

#### *(v) VAW Service System: Peel*

Stakeholder perspectives on the strengths and areas of improvement of the VAW service system in Peel are as follows.

#### *STRENGTHS OF THE VAW SERVICE SYSTEM*

- *Range of Services and Supports:* A wide range of VAW services and supports exists in Peel Region, providing choice for women who have experienced violence.
- *Staff Competence:* The VAW agencies are staffed by knowledgeable, skilled and caring staff who are non-judgmental and culturally sensitive.
- *Affordability:* The VAW service system is affordable because typically no fees are charged.
- *Diversity:* The VAW service system has enhanced its competency and capacity to respond to the diverse needs of the community through the creation of multicultural community-based agencies.
- *Information:* Information and resources on VAW services and supports are readily available.
- *Senior Abuse:* A network has been established for the purposes of prevention and crisis response to older women experiencing violence.
- *Specific Populations:* There is an attempt to reach out to specific populations (e.g. gay and lesbian, people with disabilities) to address domestic violence.
- *Focus:* The feminist focus and analysis are better understood and accepted in the service system.

- *Collaboration and Networking:* Collaboration is valued and has been demonstrated by the creation of several initiatives, including the Peel Committee Against Women Abuse, Peel Sexual Assault Committee, and HEAL Network. Protocol agreements have been developed.
- *Children and Adult Services:* There has been a concerted effort to strengthen the relationship between children's services (e.g. Children's Aid Society) and VAW services.
- *Access:* A common and standardized referral process has been implemented to improve access to VAW services and supports.
- *Waiting List:* There is typically no waiting list to access VAW services and supports.
- *Prevention:* Many service providers are attempting to shift to a prevention-focused rather than intervention-focused approach.
- *Legal System:* There have been noticeable efforts to improve relations between the legal system (e.g. judges, justices of the peace, crown attorneys) and the VAW service system. Stricter legal consequences for the abusive partner are being implemented.
- *Victim Assistance:* The Victim Assistance Program is viewed as an important asset of the service system.
- *Housing:* Providers of subsidized housing are better informed about the importance of safety plans and issues related to violence against women.

- *Police Response:* Police are demonstrating a growing awareness, sensitivity and accountability in their response to women experiencing violence.
- *Legal Assistance:* Legal assistance is available from Legal Aid Services.
- *Community Awareness:* Community awareness of the issues related to violence against women has improved through collaborative media campaigns.
- *Fair Share:* The Peel community actively advocates to the provincial government for “fair share” of funding in light of the growth and development of Peel Region.
- *Funder:* The Ontario Ministry of Community and Social Services, as the primary funder of VAW services, is supportive and accessible.

#### AREAS OF IMPROVEMENT

- *Service System Capacity:* The VAW service system does not have the capacity to respond to the increasing need for shelter beds, second stage housing, transitional support, longer-term counselling or life-skills education.
- *Single Women:* An increasing number of single women are utilizing VAW shelters, requiring a new array of support approaches and resources.
- *Coordination:* Services are not well coordinated; consequently, women accessing multiple services must repeat the intake process with each individual agency.

- *Practical Supports:* The lack of practical supports (e.g. child care, transportation, food bank cards) prevents women from accessing services.
- *Timely Service:* Acquiring the documentation required by service providers (e.g. Ontario Works, Housing) can be a timely process that prevents a woman from accessing support to ensure her safety.
- *Service Gaps:* There are gaps in the VAW service system in relation to supports for adolescents and for senior women experiencing violence and/or abuse from men.
- *Community Outreach:* Efforts to reach out to communities of different cultures could be improved.
- *Cultural Competency:* There is a need for the VAW service system to enhance its cultural competency.
- *Housing:* There is a lack of safe, secure, available and affordable housing in the community.
- *Police Response:* It would be beneficial to strengthen the accountability of police with respect to their response to situations of violence against women.
- *Community Awareness:* The impact of violence against women on children and adolescents who witness the violence needs to be better understood by the community.
- *Prevention:* To break the cycle of violence against women, resources need to be allocated to prevention.

- *Interpreter Services:* It would be beneficial to have independent language interpreters available for women who are making statements to the police.
- *Specialized Services and Supports:* The needs of women experiencing violence are often complex, requiring mental health, addiction and supports for discharge from jails that are not readily available.
- *Legal System:* The lack of information sharing and coordination within the court system, especially between family and criminal courts, creates significant challenges for women experiencing violence. There is a need for enhanced training for judges, justices of the peace and crown attorneys on VAW issues in relation to the legal system.
- *Offenders:* The services for male offenders are limited.
- *Compensation and Wages:* The wages and compensation of VAW staff are not competitive within the labour market.
- *Political Priority:* The issue of violence against women is not a political priority for government funders, primarily due to the lack of public understanding.
- *Financial Assistance:* Eligibility criteria and expectations of Ontario Works present challenges for women experiencing violence who require immediate assistance.
- *Equitable and Sustainable Funding:* There is a need for an increased investment of sustainable public funding to support the VAW service system.

#### *B. FUTURE DIRECTIONS AND PRIORITIES OF THE VAW SERVICE SYSTEM*

The future directions and priorities of the VAW service system identified by key stakeholders are as follows:

- Promoting prevention and community awareness;
- Enhancing VAW service system capacity;
- Responding to diverse and complex needs of women;
- Exploring innovative and effective approaches;
- Ensuring equitable and timely access;
- Fostering collaboration and partnerships;
- Creating effective relationships with the legal and justice systems;
- Strengthening the responsiveness of housing and financial assistance supports;
- Achieving a financially sustainable VAW service system; and
- Encouraging the development of a VAW inter-ministerial policy framework.

Each of these future directions is given fuller elaboration on the following pages, based on the perspectives of the stakeholders in each of the five geographic areas.

APPENDIX E

STAKEHOLDER PERSPECTIVES SUMMARY REPORT: VAW SERVICE SYSTEM PLANNING PROCESS

FUTURE DIRECTION: PROMOTING PREVENTION AND COMMUNITY AWARENESS						
Critical Issue	Recommended Future Direction	Dufferin	Wellington	Waterloo	Halton	Peel
COORDINATED STRATEGY	<ul style="list-style-type: none"> <li>Develop a service system-wide community awareness campaign that utilizes current resources based on a coordinated strategy.</li> </ul>	●	●	●	●	●
ENHANCED VISIBILITY	<ul style="list-style-type: none"> <li>Continue to enhance the visibility of community-based VAW services and supports.</li> </ul>	●	●	●	●	●
SCHOOL BOARD PARTNERSHIP	<ul style="list-style-type: none"> <li>Formalize partnerships with school boards to provide a consistent VAW prevention strategy.</li> </ul>	●		●	●	●



APPENDIX E

STAKEHOLDER PERSPECTIVES SUMMARY REPORT: VAW SERVICE SYSTEM PLANNING PROCESS

FUTURE DIRECTION: ENHANCING VAW SERVICE SYSTEM CAPACITY						
Critical Issue	Recommended Future Direction	Dufferin	Wellington	Waterloo	Halton	Peel
SHELTER BEDS	<ul style="list-style-type: none"> <li>Continue to pursue support for additional shelter beds to respond to the needs of growing communities (e.g. Caledon).</li> </ul>	●	●	●	●	●
SECOND STAGE HOUSING	<ul style="list-style-type: none"> <li>Advocate for increased second stage housing to respond to current and future needs.</li> </ul>	●	●	●	●	●
TRANSITIONAL SUPPORTS	<ul style="list-style-type: none"> <li>Improve the availability of transitional supports to ensure that women are supported over a longer timeframe.</li> </ul>	●	●	●	●	●
RESPONSE TO YOUNGER WOMEN	<ul style="list-style-type: none"> <li>Explore strategies to respond to the growth in VAW supports for younger women aged 15-24 years.</li> </ul>	●	●			●
SPECIALIZED RESPONSES	<ul style="list-style-type: none"> <li>Develop services that better respond to violence against women for specific populations (e.g. same sex partners, women with disabilities, single women, female offenders).</li> </ul>	●	●			●

APPENDIX E

STAKEHOLDER PERSPECTIVES SUMMARY REPORT: VAW SERVICE SYSTEM PLANNING PROCESS

FUTURE DIRECTION: ENHANCING VAW SERVICE SYSTEM CAPACITY						
Critical Issue	Recommended Future Direction	Dufferin	Wellington	Waterloo	Halton	Peel
SERVICES FOR MEN	<ul style="list-style-type: none"> <li>Expand services to male abuser in an effort to prevent domestic violence.</li> </ul>	●		●		●
CHILDREN'S SERVICES	<ul style="list-style-type: none"> <li>Increase the availability of services for children who have witnessed violence against women.</li> </ul>		●		●	
SEXUAL ASSAULT	<ul style="list-style-type: none"> <li>Recognize sexual assault services as a key component of the VAW service system.</li> </ul>			●		●
PLANNING AND COORDINATION	<ul style="list-style-type: none"> <li>Ensure dedicated public funds to support VAW service system planning and coordination forums.</li> </ul>		●	●		●
COMPETITIVE COMPENSATION	<ul style="list-style-type: none"> <li>Secure funding to enable salaries and compensation of VAW staff to be competitive.</li> </ul>					●

APPENDIX E

STAKEHOLDER PERSPECTIVES SUMMARY REPORT: VAW SERVICE SYSTEM PLANNING PROCESS

FUTURE DIRECTION: RESPONDING TO DIVERSE AND COMPLEX NEEDS OF WOMEN						
Critical Issue	Recommended Future Direction	Dufferin	Wellington	Waterloo	Halton	Peel
DIVERSITY	<ul style="list-style-type: none"> <li>Strengthen capacity and competency to respond to the multi-cultural needs of women.</li> </ul>			●	●	●
INTERPRETER SERVICES	<ul style="list-style-type: none"> <li>Continue to have access to free interpreter services.</li> </ul>			●	●	●
MENTAL HEALTH SUPPORTS	<ul style="list-style-type: none"> <li>Recognize the increasing demand for mental health supports and explore opportunities for better coordination between the mental health and VAW service sectors.</li> </ul>	●	●	●		
ADDICTION SERVICES	<ul style="list-style-type: none"> <li>Educate the Local Integrated Health Network (LIHN) of the urgent need for addiction services that can be more readily accessed by women experiencing violence.</li> </ul>	●	●	●		
FAMILY INTERVENTION	<ul style="list-style-type: none"> <li>Enhance opportunities for family interventions (e.g. couples counselling).</li> </ul>		●			

APPENDIX E

STAKEHOLDER PERSPECTIVES SUMMARY REPORT: VAW SERVICE SYSTEM PLANNING PROCESS

FUTURE DIRECTION: EXPLORING INNOVATIVE AND EFFECTIVE APPROACHES						
Critical Issue	Recommended Future Direction	Dufferin	Wellington	Waterloo	Halton	Peel
OUTREACH STRATEGIES	<ul style="list-style-type: none"> <li>Explore effective outreach models including satellite locations.</li> </ul>	●	●	●	●	
MENTORING AND NETWORKS	<ul style="list-style-type: none"> <li>Introduce more informal supports for women including mentoring and community-based support networks.</li> </ul>	●		●		
RESEARCH AND NEW MODELS	<ul style="list-style-type: none"> <li>Review current research to identify effective models of service delivery.</li> </ul>				●	
MONITORING QUARTERLY	<ul style="list-style-type: none"> <li>Develop and share outcome-based indicators and information to monitor the quality and effectiveness of VAW services and supports.</li> </ul>		●			●
HEALTH LINK	<ul style="list-style-type: none"> <li>Consider the addition of a nurse practitioner to the VAW model of service delivery.</li> </ul>		●			

APPENDIX E

STAKEHOLDER PERSPECTIVES SUMMARY REPORT: VAW SERVICE SYSTEM PLANNING PROCESS

FUTURE DIRECTION: ENSURING EQUITABLE AND TIMELY ACCESS						
Critical Issue	Recommended Future Direction	Dufferin	Wellington	Waterloo	Halton	Peel
COORDINATED ACCESS	<ul style="list-style-type: none"> <li>Promote a more coordinated approach to access services.</li> </ul>				●	●
PRACTICAL SUPPORTS	<ul style="list-style-type: none"> <li>Increase capacity to provide practical assistance (e.g. child care, transportation) to enable women to access the services and supports they require.</li> </ul>	●	●	●	●	●
ACCOMPANIMENT	<ul style="list-style-type: none"> <li>Enhance the role of VAW transitional staff by providing more resources for accompaniment with women to appointments and court proceedings.</li> </ul>		●			●
ACCESSIBILITY	<ul style="list-style-type: none"> <li>Ensure that VAW services and supports are accessible to and inclusive of women with disabilities.</li> </ul>			●	●	●
FLEXIBLE HOURS	<ul style="list-style-type: none"> <li>Implement flexible and extended hours of VAW service delivery to better respond to the needs of women and their children.</li> </ul>			●	●	●

APPENDIX E

STAKEHOLDER PERSPECTIVES SUMMARY REPORT: VAW SERVICE SYSTEM PLANNING PROCESS

FUTURE DIRECTION: FOSTERING COLLABORATION AND PARTNERSHIPS						
Critical Issue	Recommended Future Direction	Dufferin	Wellington	Waterloo	Halton	Peel
INTEGRATED SERVICE SYSTEM	<ul style="list-style-type: none"> <li>Strengthen community coordination to foster an integrated VAW service system.</li> </ul>	●	●		●	●
PROTOCOL AGREEMENTS	<ul style="list-style-type: none"> <li>Continue to strengthen partnerships in the VAW service system through formal protocol agreements.</li> </ul>				●	

APPENDIX E

STAKEHOLDER PERSPECTIVES SUMMARY REPORT: VAW SERVICE SYSTEM PLANNING PROCESS

FUTURE DIRECTION: CREATING EFFECTIVE RELATIONSHIPS WITH THE LEGAL AND JUSTICE SYSTEMS						
Critical Issue	Recommended Future Direction	Dufferin	Wellington	Waterloo	Halton	Peel
LEGAL SYSTEM NAVIGATION	<ul style="list-style-type: none"> <li>Enhance support to women to help them navigate through the legal and court systems.</li> </ul>		●	●	●	
POLICE RESPONSE	<ul style="list-style-type: none"> <li>Continue to strengthen the partnership with police departments through ongoing training and information sharing.</li> </ul>		●	●	●	●
COURT COORDINATION	<ul style="list-style-type: none"> <li>Enhance the communication and coordination between family and criminal court to promote a consistent response to VAW situations.</li> </ul>	●	●	●	●	
AWARENESS AND TRAINING	<ul style="list-style-type: none"> <li>Provide opportunities to judges, justices of the peace and crown attorneys to enhance their understanding of issues related to violence against women.</li> </ul>	●	●	●	●	●
LEGAL AID	<ul style="list-style-type: none"> <li>Implement protocols that provide better access to Legal Aid assistance.</li> </ul>		●		●	

APPENDIX E

STAKEHOLDER PERSPECTIVES SUMMARY REPORT: VAW SERVICE SYSTEM PLANNING PROCESS

FUTURE DIRECTION: CREATING EFFECTIVE RELATIONSHIPS WITH THE LEGAL AND JUSTICE SYSTEMS						
Critical Issue	Recommended Future Direction	Dufferin	Wellington	Waterloo	Halton	Peel
BAIL NOTIFICATION	<ul style="list-style-type: none"> <li>Continue efforts to enhance the bail notification process.</li> </ul>		●			
REPEAT OFFENDERS	<ul style="list-style-type: none"> <li>Implement more effective deterrents for repeat violence against women offenders.</li> </ul>		●	●	●	
TIMELY PROCESS	<ul style="list-style-type: none"> <li>Explore strategies to promote a more timely response from the legal and court systems for domestic violence situations.</li> </ul>				●	



FUTURE DIRECTION: STRENGTHENING THE RESPONSIVENESS OF HOUSING AND FINANCIAL ASSISTANCE SUPPORTS						
Critical Issue	Recommended Future Direction	Dufferin	Wellington	Waterloo	Halton	Peel
FINANCIAL ASSISTANCE	<ul style="list-style-type: none"> <li>Review eligibility process for Ontario Works and identify opportunities to create a more timely response in crisis situations for women experiencing violence.</li> </ul>		●	●		
HOUSING	<ul style="list-style-type: none"> <li>Advocate in partnership with municipal and regional governments for more affordable housing.</li> </ul>		●	●	●	●
SAFETY PLANS	<ul style="list-style-type: none"> <li>Ensure funding is available to fully implement safety plans for women experiencing violence.</li> </ul>				●	

APPENDIX E

STAKEHOLDER PERSPECTIVES SUMMARY REPORT: VAW SERVICE SYSTEM PLANNING PROCESS

FUTURE DIRECTION: ACHIEVING A FINANCIALLY SUSTAINABLE VAW SERVICE SYSTEM						
Critical Issue	Recommended Future Direction	Dufferin	Wellington	Waterloo	Halton	Peel
SUSTAINABLE FUNDING	<ul style="list-style-type: none"> <li>Secure an increased investment of annualized public funds to enhance VAW service system capacity.</li> </ul>	●	●	●	●	●
FAIR SHARE FUNDING	<ul style="list-style-type: none"> <li>Continue to advocate for “fair share” and equitable allocation of provincial government funds to address population growth of the GTA geographic area and increasing demand for VAW services and supports.</li> </ul>				●	●

APPENDIX E

STAKEHOLDER PERSPECTIVES SUMMARY REPORT: VAW SERVICE SYSTEM PLANNING PROCESS

FUTURE DIRECTION: ENCOURAGING THE DEVELOPMENT OF A VAW INTER-MINISTERIAL POLICY FRAMEWORK						
Critical Issue	Recommended Future Direction	Dufferin	Wellington	Waterloo	Halton	Peel
INTEGRATED PUBLIC POLICY	<ul style="list-style-type: none"> <li>Create an inter-ministerial policy framework to ensure an integrated approach to the delivery of violence against women services and supports.</li> </ul>	●	●	●	●	●
ACCOUNTABILITY	<ul style="list-style-type: none"> <li>Develop a consistent strategy to monitor the implementation of VAW public policy related to ensuring accountability.</li> </ul>	●				

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APPENDIX F

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VAW SERVICE SYSTEM FORUM IMPLEMENTATION TEAMS: TERMS OF REFERENCE

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## APPENDIX F

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### SERVICE SYSTEM CAPACITY IMPLEMENTATION TEAM: TERMS OF REFERENCE

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#### *A. ACCOUNTABILITY*

The Service System Capacity Implementation Team is directly accountable to the Violence Against Women Service System Forum: Central West Region, MCSS.

As a working group, the Service System Capacity Implementation Team does not represent the members of the Violence Against Women Service System Forum of Central West Region or the Ministry of Community and Social Services. Any public statements are at the direction of the members of the Violence Against Women Service System Forum through the Co-chairs.

#### *B. FUNCTIONS*

The functions of the Service System Capacity Implementation Team are as follows:

- (i) Conduct an analysis of needs of women experiencing violence and their children and identify gaps in the VAW service system in the Central West Region.
- (ii) Explore opportunities within the current VAW service system to enhance the overall effectiveness and efficiency of services and supports.
- (iii) Identify strategies to better respond to the diverse needs of marginalized women.
- (iv) Develop and implement a plan to enhance the capacity of the VAW service system to meet the diverse needs of

women experiencing violence and their children in the Central West Region.

A detailed implementation workplan featuring the steps to be taken to achieve these functions is featured in Appendix G of this document.

#### *C. IMPLEMENTATION TEAM CHAIR/CO-CHAIRS*

The chair/co-chairs of the Service System Capacity Implementation Team will be appointed by the co-chairs of the Violence Against Women Service System Forum. The role of the Implementation Team chair/co-chairs is as follows:

- (i) Chair Implementation Team meetings in a fair and efficient manner, including starting and adjourning meetings on time;
- (ii) Provide an opportunity for all members of the Implementation Team to participate in meeting discussions;
- (iii) Ensure that tasks assigned to the Implementation Team are addressed within the timeframe specified in the workplan;
- (iv) Monitor the attendance of Implementation Team members and advise the co-chairs of the Violence Against Women Service System Forum of any attendance issues; and

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## APPENDIX F

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### SERVICE SYSTEM CAPACITY IMPLEMENTATION TEAM: TERMS OF REFERENCE

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- (v) Report to the Violence Against Women Service System Forum when requested on the outcomes achieved by the Service System Capacity Implementation Team.

The term of the chair/co-chairs of the Service System Capacity Implementation Team will be from January to December 2009.

#### *D. IMPLEMENTATION TEAM COMPOSITION*

The Service System Capacity Implementation Team will be composed of a maximum of ten (10) members, as follows:

- |                          |                  |
|--------------------------|------------------|
| (i) Team Chair/Co-chairs | ■ Norah Kennedy  |
| (ii) Team Members        |                  |
| Halton Region            | ■ _____          |
| Dufferin                 | ■ Norah Kennedy  |
| Waterloo                 | ■ Jennifer Davis |
|                          | ■ Don Harloff    |
|                          | ■ Heather Froome |
| Peel                     | ■ Mark Creedon   |
|                          | ■ Berna Bolanos  |
|                          | ■ Cindy Cowan    |
| (iii) Team Resource      | ■ Ilda Gizas     |
| (iv) Student Resource    | ■ Asha Ramsumair |

Members of the Service System Capacity Implementation Team will be appointed for the period of January-December 2009

#### *E. IMPLEMENTATION TEAM MEETING SCHEDULE*

The meetings of the Service System Capacity Implementation Team during January to December 2009 will coincide with the meetings of the Violence Against Women Service System Forum, Central West Region, as follows:

- Thursday, April 23, 2009
- Thursday, June 4, 2009
- Thursday, October 1, 2009
- Thursday, November 12, 2009

The Service System Capacity Implementation Team will meet for a two-hour timeframe during the scheduled meeting of the Violence Against Women Service System Forum.

#### *F. IMPLEMENTATION TEAM MEMBER PARTICIPATION*

The members of the Service System Capacity Implementation Team are expected to:

- (i) Attend and participate in all Service System Capacity Implementation Team meetings;
- (ii) Be prepared for each Service System Capacity Implementation Team meeting by reviewing pre-circulated information in advance;

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## APPENDIX F

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### SERVICE SYSTEM CAPACITY IMPLEMENTATION TEAM: TERMS OF REFERENCE

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- (iii) Respect the confidentiality of Service System Capacity Implementation Team meeting information and discussions.

#### *G. TIMEFRAME*

The Service System Capacity Implementation Team has been established for the period of January-December 2009. The overall effectiveness and future direction of the Violence Against Women Service System Forum and Implementation Teams will be evaluated in November 2009.

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## APPENDIX F

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### SERVICE SYSTEM COLLABORATION AND ACCOUNTABILITY IMPLEMENTATION TEAM: TERMS OF REFERENCE

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#### *A. ACCOUNTABILITY*

The Service System Collaboration and Accountability Implementation Team is directly accountable to the Violence Against Women Service System Forum: Central West Region, MCSS.

As a working group, the Service System Collaboration and Accountability Implementation Team does not represent the members of the Violence Against Women Service System Forum of Central West Region or the Ministry of Community and Social Services. Any public statements are at the direction of the members of the Violence Against Women Service System Forum through the Co-chairs.

#### *B. FUNCTIONS*

The functions of the Service System Collaboration and Accountability Implementation Team are as follows:

- (i) Promote enhanced collaboration with the child welfare service system partners by pursuing opportunities to increase awareness of and responsiveness to women experiencing violence and their children.
- (ii) Identify and pursue mutual opportunities between Ontario Works and the VAW sector to strengthen partnerships.
- (iii) Initiate a dialogue with representatives of the legal services and court systems and the VAW service system to explore opportunities and implement strategies to promote a more

collaborative approach to strengthen the service system accountability to women experiencing violence and their children.

- (iv) Explore opportunities with education sector partners to increase awareness of women experiencing violence and their children, within the context of current provincial initiatives.
- (v) Enhance partnerships with health sector partners to improve access and outcomes for women experiencing violence who have mental health and addiction challenges.

A detailed implementation workplan featuring the steps to be taken to achieve these functions is featured in Appendix G of this document.

#### *C. IMPLEMENTATION TEAM CHAIR/CO-CHAIRS*

The chair/co-chairs of the Service System Collaboration and Accountability Implementation Team will be appointed by the co-chairs of the Violence Against Women Service System Forum. The role of the Implementation Team chair/co-chairs is as follows:

- (i) Chair Implementation Team meetings in a fair and efficient manner, including starting and adjourning meetings on time;



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## APPENDIX F

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### SERVICE SYSTEM COLLABORATION AND ACCOUNTABILITY IMPLEMENTATION TEAM: TERMS OF REFERENCE

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- (ii) Provide an opportunity for all members of the Implementation Team to participate in meeting discussions;
- (iii) Ensure that tasks assigned to the Implementation Team are addressed within the timeframe specified in the workplan;
- (iv) Monitor the attendance of Implementation Team members and advise the co-chairs of the Violence Against Women Service System Forum of any attendance issues; and
- (v) Report to the Violence Against Women Service System Forum when requested on the outcomes achieved by the Service System Collaboration and Accountability Implementation Team.

The term of the chair/co-chairs of the Service System Collaboration and Accountability Implementation Team will be from January to December 2009.

#### *D. IMPLEMENTATION TEAM COMPOSITION*

The Service System Collaboration and Accountability Implementation Team will be composed of a maximum of twelve (12) members, as follows:

- (i) Team Chair/Co-chairs:
  - Sly Castaldi
  - Christine Sevigny

- (ii) Team Members
  - Halton Region
    - Susan Jewett
    - Laurie Kent
  - Wellington
    - Sly Castaldi
  - Waterloo
    - Trisha Robinson
    - Leslie Josling
  - Peel
    - Christine Sevigny
    - Brenda Cranney
    - Sue Davidson
    - Dima Amad
    - Lynn Mueck
- (iii) Team Resource
  - Leslie Josling
- (iv) Student Resource
  - Cassandra Hanrahan

Members of the Service System Collaboration and Accountability Implementation Team will be appointed for the period of January-December 2009.

#### *E. IMPLEMENTATION TEAM MEETING SCHEDULE*

The meetings of the Service System Collaboration and Accountability Implementation Team during January to December 2009 will coincide with the meetings of the Violence Against Women Service System Forum, Central West Region, as follows:

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## APPENDIX F

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### SERVICE SYSTEM COLLABORATION AND ACCOUNTABILITY IMPLEMENTATION TEAM: TERMS OF REFERENCE

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- Thursday, April 23, 2009
- Thursday, June 4, 2009
- Thursday, October 1, 2009
- Thursday, November 12, 2009

The Service System Collaboration and Accountability Implementation Team will meet for a two-hour timeframe during the scheduled meeting of the Violence Against Women Service System Forum.

#### *F. IMPLEMENTATION TEAM MEMBER PARTICIPATION*

The members of the Service System Collaboration and Accountability Implementation Team are expected to:

- (i) Attend and participate in all Service System Collaboration and Accountability Implementation Team meetings;
- (ii) Be prepared for each Service System Collaboration and Accountability Implementation Team meeting by reviewing pre-circulated information in advance;
- (iii) Respect the confidentiality of Service System Collaboration and Accountability Implementation Team meeting information and discussions.

#### *G. TIMEFRAME*

The Service System Collaboration and Accountability Implementation Team has been established for the period of January-December 2009. The overall effectiveness and future direction of the Violence Against Women Service System Forum and Implementation Teams will be evaluated in November 2009.

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## APPENDIX F

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### SERVICE SYSTEM EXCELLENCE IMPLEMENTATION TEAM: TERMS OF REFERENCE

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#### *A. ACCOUNTABILITY*

The Service System Excellence Implementation Team is directly accountable to the Violence Against Women Service System Forum: Central West Region, MCSS.

As a working group, the Service System Excellence Implementation Team does not represent the members of the Violence Against Women Service System Forum of Central West Region or the Ministry of Community and Social Services. Any public statements are at the direction of the members of the Violence Against Women Service System Forum through the Co-chairs.

#### *B. FUNCTIONS*

The functions of the Service System Excellence Implementation Team are as follows:

- (i) Identify effective practices in the field of VAW services and supports and develop a resource document.
- (ii) Identify the key components of an outcome-based evaluation process and develop a resource document.

A detailed implementation workplan featuring the steps to be taken to achieve these functions is featured in Appendix G of this document.

#### *C. IMPLEMENTATION TEAM CHAIR/CO-CHAIRS*

The chair/co-chairs of the Service System Excellence Implementation Team will be appointed by the co-chairs of the Violence Against Women Service System Forum. The role of the Implementation Team chair/co-chairs is as follows:

- (i) Chair Implementation Team meetings in a fair and efficient manner, including starting and adjourning meetings on time;
- (ii) Provide an opportunity for all members of the Implementation Team to participate in meeting discussions;
- (iii) Ensure that tasks assigned to the Implementation Team are addressed within the timeframe specified in the workplan;
- (iv) Monitor the attendance of Implementation Team members and advise the co-chairs of the Violence Against Women Service System Forum of any attendance issues; and
- (v) Report to the Violence Against Women Service System Forum when requested on the outcomes achieved by the Service System Excellence Implementation Team.

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## APPENDIX F

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### SERVICE SYSTEM EXCELLENCE IMPLEMENTATION TEAM: TERMS OF REFERENCE

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The term of the chair/co-chairs of the Service System Excellence Implementation Team will be from January to December 2009.

#### *D. IMPLEMENTATION TEAM COMPOSITION*

The Service System Excellence Implementation Team will be composed of a maximum of twelve (12) members, as follows:

- (i) Team Chair/Co-chairs:
  - Yvette Brown
  - Marion MacLean
  
- (ii) Team Members
  - Halton Region
    - Diane Beaulieu
    - Nancy Brown
  
  - Wellington
    - Marion MacLean
  
  - Waterloo
    - Michele Braniff
    - Mary Zilney
    - Carolyn Albrecht
    - Bobbye Goldenberg
  
  - Peel
    - Catherine Skillin
    - Sandra Rupnarain
    - Marilyn Field
    - Zarina Bhagani
    - Yvette Brown

- (iii) Team Resource
  - Nancy Draper

- (iv) Student Resource
  - Sanjeet Kaur

Members of the Service System Excellence Implementation Team will be appointed for the period of January-December 2009.

#### *E. IMPLEMENTATION TEAM MEETING SCHEDULE*

The meetings of the Service System Excellence Implementation Team during January-December 2009 will coincide with the meetings of the Violence Against Women Service System Forum, as follows:

- Thursday, April 23, 2009
- Thursday, June 4, 2009
- Thursday, October 1, 2009
- Thursday, November 12, 2009

The Service System Excellence Implementation Team will meet for a two-hour timeframe during the scheduled meeting of the Violence Against Women Service System Forum.

#### *F. IMPLEMENTATION TEAM MEMBER PARTICIPATION*

The members of the Service System Excellence Implementation Team are expected to:

- (i) Attend and participate in all Service System Excellence Implementation Team meetings;

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## APPENDIX F

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### SERVICE SYSTEM EXCELLENCE IMPLEMENTATION TEAM: TERMS OF REFERENCE

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- (ii) Be prepared for each Service System Excellence Implementation Team meeting by reviewing pre-circulated information in advance;
- (iii) Respect the confidentiality of Service System Excellence Implementation Team meeting information and discussions.

#### *G. TIMEFRAME*

The Service System Excellence Implementation Team has been established for the period of January to December 2009. The overall effectiveness and future direction of the Violence Against Women Service System Forum and Implementation Teams will be evaluated in November 2009.

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APPENDIX G

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VAW SERVICE SYSTEM FORUM IMPLEMENTATION WORKPLAN: JANUARY-DECEMBER 2009

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# APPENDIX G

## IMPLEMENTATION WORKPLAN: TIMEFRAME: JANUARY-DECEMBER 2009

<b>STRATEGIC DIRECTION: Enhancing VAW Service System Capacity</b>	
<b>Strategic Goal One:</b>	To identify needs, explore opportunities and implement strategies to enhance the capacity of the MCSS-funded VAW service system in the Central West Region.
<b>Strategic Objective 1.1:</b>	Conduct an analysis of the needs of women experiencing violence and their children and identify service gaps in the VAW service system in the Central West Region funded by MCSS.
<b>Strategic Objective 1.2:</b>	Explore opportunities within the MCSS-funded VAW service system to enhance overall effectiveness and efficiency of current services and supports.

<i>Tasks to be Completed</i>	<i>Responsibility</i>	<i>Timeframe</i>		<i>Status</i>
		<i>Projected</i>	<i>Completed</i>	
1.1.1 Identify current service system information (e.g., Statistics Canada, Social Planning Council, MCSS, VAW Community Coordinating Committees) and determine strategy to compile these data.	Service System Capacity Implementation Team			
1.1.2 Prepare and present a profile of MCSS-funded services in Central West Region, MCSS.	Program Supervisor Central West, MCSS			
1.1.3 Initiate process to compile information, including: <ul style="list-style-type: none"> <li>■ Performance Management Survey Data</li> <li>■ Moving Towards Enhanced Services: Assessment of Gaps in Services (Waterloo)</li> <li>■ Domestic Violence Needs Assessment: Dufferin/ Caledon</li> <li>■ Other Relevant Documents</li> </ul>	Service System Capacity Implementation Team			
1.1.4 Identify any other specific service system information to be compiled.	Service System Capacity Implementation Team			

## APPENDIX G

### IMPLEMENTATION WORKPLAN: TIMEFRAME: JANUARY-DECEMBER 2009

<i>Tasks to be Completed</i>	<i>Responsibility</i>	<i>Timeframe</i>		<i>Status</i>
		<i>Projected</i>	<i>Completed</i>	
1.1.5 Develop profile of MCSS-funded services and supports in Central West Region, including utilization rates, and present to Service System Capacity Implementation Team.	Central West Region, MCSS			
1.1.6 Identify additional information required to identify service system needs and gaps.	Service System Capacity Implementation Team			
1.1.7 Determine methodology to compile information.	Service System Capacity Implementation Team			
1.1.8 Review VAW service system data compiled.	Service System Capacity Implementation Team			
1.1.9 Identify VAW service system needs and gaps in Central West Region.	Service System Capacity Implementation Team			
1.1.10 Explore specific strategies to enhance the overall effectiveness and efficiency of the current VAW service system in Central West Region.	Service System Capacity Implementation Team			
1.1.11 Identify VAW service system priorities for investment of public funds based on analysis to date in relation to, but not limited to, identified needs and other factors, including population growth.	Service System Capacity Implementation Team			
1.1.12 Finalize VAW service system needs analysis.	Service System Capacity Implementation Team			



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## APPENDIX G

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### IMPLEMENTATION WORKPLAN: TIMEFRAME: JANUARY-DECEMBER 2009

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<i>Tasks to be Completed</i>	<i>Responsibility</i>	<i>Timeframe</i>		<i>Status</i>
		<i>Projected</i>	<i>Completed</i>	
1.1.13 Host Forum with key stakeholders to present needs analysis of VAW service system in Central West Region.	Service System Capacity Implementation Team			

# APPENDIX G

## IMPLEMENTATION WORKPLAN: TIMEFRAME: JANUARY-DECEMBER 2009

<b>STRATEGIC DIRECTION:</b>	<b>Fostering Service System Collaboration and Accountability</b>
<b>Strategic Goal Two:</b>	To explore and implement strategies to strengthen the partnership and the accountability relationship between the VAW service system and the legal, education and health sectors in order to be more responsive to women experiencing violence and their children.
<b>Strategic Objective 2.1:</b>	Promote enhanced collaboration with the child welfare service system partners by pursuing opportunities to increase awareness of and responsiveness to women experiencing violence and their children.

<i>Tasks to be Completed</i>	<i>Responsibility</i>	<i>Timeframe</i>		<i>Status</i>
		<i>Projected</i>	<i>Completed</i>	
2.1.1 Compile any existing background policy papers, reports and research related to the relationship between child welfare and VAW service system sectors.	Service System Collaboration and Accountability Implementation Team Placement Student			
2.1.2 Review background information and identify opportunities for enhanced collaboration between the child welfare and VAW service sectors.	Service System Collaboration and Accountability Implementation Team			
2.1.3 Determine the best strategy to work with the child welfare service sector to identify strategies to enhance collaboration (i.e. participation of child welfare representatives at an Implementation Team meeting).	Service System Collaboration and Accountability Implementation Team Placement Student			
2.1.4 Invite child welfare representatives to a working session with Implementation Team.	Service System Collaboration and Accountability Implementation Team			
2.1.5 Host working session with child welfare representatives.	Service System Collaboration and Accountability Implementation Team			

# APPENDIX G

## IMPLEMENTATION WORKPLAN: TIMEFRAME: JANUARY-DECEMBER 2009

<i>Tasks to be Completed</i>	<i>Responsibility</i>	<i>Timeframe</i>		<i>Status</i>
		<i>Projected</i>	<i>Completed</i>	
2.1.6 Determine a strategy to enhance collaboration between child welfare and VAW service sectors.	Service System Collaboration and Accountability Implementation Team			
2.1.7 Develop implementation strategy.	Service System Collaboration and Accountability Implementation Team			
2.1.8 Implement strategy.	Service System Collaboration and Accountability Implementation Team			

# APPENDIX G

## IMPLEMENTATION WORKPLAN: TIMEFRAME: JANUARY-DECEMBER 2009

<b>STRATEGIC DIRECTION:</b> Promoting Service System Excellence
<b>Strategic Goal Three:</b> To promote excellence in the VAW service system through the implementation of effective practices and an outcome-based evaluation process.
<b>Strategic Objective 3.1:</b> Identify effective practices in the field of VAW services and supports and develop a resource document.

<i>Tasks to be Completed</i>	<i>Responsibility</i>	<i>Timeframe</i>		<i>Status</i>
		<i>Projected</i>	<i>Completed</i>	
3.1.1 Develop definition of the term effective practice in relation to the VAW service sector.	Service System Excellence Implementation Team			
3.1.2 Determine the format and scope of the effective practices to be addressed.	Service System Excellence Implementation Team			
3.1.3 Identify information sources on VAW effective practices and implement strategy to compile information.	Service System Excellence Implementation Team			
3.1.4 Compile resources on effective practices from other service sectors and implement strategy to compile information.	Implementation Team Placement Student			
3.1.5 Review information compiled.	Service System Excellence Implementation Team			
3.1.6 Develop effective practices for identified topic areas.	Service System Excellence Implementation Team			

# APPENDIX G

## IMPLEMENTATION WORKPLAN: TIMEFRAME: JANUARY-DECEMBER 2009

<i>Tasks to be Completed</i>	<i>Responsibility</i>	<i>Timeframe</i>		<i>Status</i>
		<i>Projected</i>	<i>Completed</i>	
3.1.7 Draft resource document on effective practices for the VAW service system and present to Forum to distribution.	Service System Excellence Implementation Team			
3.1.8 Finalize effective practices resource document.	Service System Excellence Implementation Team			