

Grey Bruce Violence Prevention Coordinating Committee

Strategic Plan for 2012- 2015

Introduction

The Grey Bruce Violence Prevention Coordinating Committee (GBVPCC) brings community partners together to collaborate in order to end violence in all its forms, in Grey and Bruce Counties. Thirty member organizations from justice, corrections, child welfare, violence against women, education, social service sectors, and survivors of violence in Grey, Bruce, Nawash, Saugeen and Owen Sound have a shared vision of:

"an inclusive community where all people live their lives free from all forms of violence and oppression and have equal access to the best of what the community has to offer."

The Committee which began in 1987 as Grey/Bruce child Abuse Committee has evolved over time to meet changing needs, shifting social values and expectations within the community. Over the past 25 years the Committee has had many successes and is recognized as a leader in violence prevention at the provincial level.

At the Strategic Planning Session, a skit helped focus the participants' thinking about the ongoing challenges in our community. The skit, based on the experiences of people using services and supports to address violence and abuse, provided a reality check and reminder that while GBVPCC has much to celebrate, there is still much to be done.

As the Committee is presently undergoing a fundamental shift in its role, this is an opportune time to consider strategies for moving forward to address the work that still needs to be done. As a formalized 'umbrella' organization, GBVPCC will continue to be project driven, with project leadership emerging from the larger committee. This project team model will serve to enhance collaboration, clarify roles and exemplify the strengths of the GBVPCC's varied membership.

The Strategic Planning Process

The purpose of the planning day was to provide an opportunity to think strategically about how to make the best use of opportunities and resources to realize GBVPCC's Mission:

"We are a community committee committed to effective collaboration and a proactive response to end violence in Grey and Bruce Counties."

Three questions guided the initial discussion.

What are we trying to accomplish?

How do we know that a change is an improvement?

What changes can we make that will result in improvement?¹

In thinking about how to position the organization we need to consider what we want to be valued for. GBVPCC is known for bringing forward ideas to the larger community and this should continue to be an important focus in our work.

¹ The Model for Improvement from The Improvement Guide , Langley G. Moen , R Nolan, et al Jossey Bass 2nd Edition . 2009

The Goal for the Planning Process

To develop a strategic plan to enable the Committee to:

- Set clear goals
- Set priorities
- Organize what we want to get done
- Stay focused & contain projects
- Build capacity for leadership
- Do succession planning for the coordinator
- Respond to opportunities and what is happening in our environment
- Structure the work so that some or all don't get burned out

Expected Outcomes of the Planning Process

The Strategic Plan will result in

- Better attendance at meetings
- Shared leadership function
- Improved and simpler access to supports and services
- Clearly defined Lead on each project
- Committee being seen in the community as valuable/has an excellent reputation
- A beginning & end for each project defined wherein the project can be completed and sustained or it will not be taken on
- Development of indicators to quantify reduction of violence in the community
- The committee continuing to be responsive to the community
- Community needs being identified so potential funding can be matched with this need.
- Use of funding that will be focused on what is needed in the community

Emerging Themes

The Power of Stories

- We need to make a list of what we have done & create the story of what we have done, collaboration
- Collect community stories that celebrate change, about the need and potential for change, about solutions to problems
- Stories have to drive the networking & the direction in which we move

Leadership and Capacity building

- Leadership- building leadership that works for rural women
- Mentoring opportunities
- Development of Tool kits

Collaboration

- Getting more men involved
- Networking for the benefit of people who use the services
- Keeping the mandate broad allows more community members to be at the table
- Broader collaborations- e.g. Healthy Communities, Children's Alliance
- Building collaboration with other groups benefits everyone

Measurement

- Quantifying data. What are the needs of people in Bruce/Grey around violence prevention?
- How do we as a group look at needs & outcomes?

Focus

- Connect our work with the experience of people using services and supports to address violence and abuse
- Treat people as a “whole”- multidimensional persons
- Learn to live with black & white & greyness ; we will be useful if we are a very responsible collectively to the grey areas and ambiguity of complex issues
- Focus on prevention- de-expert, strategies, humanity, connection
- Change strategy: understanding power, shifting attitudes, where, what & with whom- what groups, working forming grass roots, how, language
- Working better/smarter (not harder) for those who need the services
- Lot of parallels between addictions & prevention. In the larger picture of mental health it feel as if addictions and prevention are on the periphery when they should be at the core (or one of the key pillars) of the system. Keep on trying to get it into the centre of e.g. the broader mental health system
- Need to do more work with children, therefore, need broader strategies that could include: working with small groups of pre-teens and teens re sex, violence and the media; white ribbon events at high schools where all male teachers sign on and champion the project,; good news stories for young men; work collaboratively with Let’s Grow around programs for elementary children, young preteen girls

Highlights of SWOT Analysis (See Appendix A for details)

Strengths

The Grey Bruce Violence Prevention Coordinating Committee through strong leadership and committed members has a reputation for getting things done and is highly regarded by peers across the province. The resilience of the Committee and their shared passion for the work presents opportunities to make a difference through innovative approaches.

Weaknesses

A number of key people are not at the table. Members often are stretched beyond capacity and there is an apparent overlapping of roles with other tables within the community. There is a need to bring more men to the table and to look at how to engage children and youth.

Opportunities

This is a time when the committee can refocus and look at how to work more effectively with community partners and re-think the way to provide help to people. GBVPCC could function as an umbrella organization with projects led by the most appropriate agency/organization. Taking this time to reflect has the potential to ‘ enhance the organizations effectiveness and open up new opportunities for collaboration’.²

Threats

Funders expect reports/statistics. Time for reporting takes away from our work. As a culture we have adopted this way to prove we are accomplishing our tasks.

Economic pressures, possible funding reductions.

Too much reliance on some individuals to do the work and a lack of succession planning.

² Getting to Maybe: How the World has Changed/ Frances Westley page 89 Brenda Zimmerman. Michael Quinn Patton; Vintage Canada, 2007

Key Strategies for the Next Three Years:

The Overarching Goal for the Next Three Years is Leadership and Capacity Building as the role of GBVPCC shifts role to an umbrella committee with coordination role for existing and emerging projects. The plan below sets out priorities for action over the next three years.

Strategy	Actions	When	Who (Lead)
<p>Leadership and Capacity Building GBVPCC will engage in actions that develop leadership skills within the community and build capacity at both the organizational level but also within the people who live in Bruce and Grey Counties</p>	<p>Develop a succession planning process that includes a plan for completion of all current projects with a clearly identified project lead for each initiative Complete and implement the sexual violence action plan Establish the administrative support role Mentoring through Women of experience that includes development of FACT sheets for individuals and families to support them in calling CAS, doctors, educators etc. Develop Tool kits for teachers, doctors to use with families Develop a 'road map' to support people in navigating supports and services Plan a conference to engage the community and other partners, e.g. Peter Jaffe</p>	<p>April 1, 2012</p>	
<p>Strengthen Collaboration with Community Partners to encourage concept of the "Big tent"</p>	<p>Community Mapping Exercise that includes of existing supports and committees with opportunities for efficiencies and partnerships to reduce overlapping efforts. Develop a 'mini' report card to check in on how we are doing as a committee and to identify opportunities to collaborate with others Explore opportunities to work with others to address the link between poverty as a determinant of health and the imbalance of power which is a root cause of violence</p>	<p>June 2012</p>	
<p>Develop a decision-making process for new initiatives to balance resources and demands</p>	<p>Develop measures and indicators of success as well as information targets to that can be shared with other partners Develop a process to determine what new work to take on (See Appendix C)</p>	<p>Year 2</p>	
<p>Increase Visibility Within the Community</p>	<p>Leverage provincial recognition Develop a logo and increased web presence Tool kit for Media on how to report and the language to prevent damage Develop a plan to utilize collected stories</p>	<p>Ongoing</p>	

Appendix A – SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Commitment of core members • Resourceful/resilient group • Experience/wisdom/ collective knowledge & skills of members • Passion/women of experience- really important to have on committee • Leadership in community & in agencies • Funding- (\$20,000) • Colleen • Reputation provincially- viewed as a leader by other communities. Connect provincially through provincial network • Provincial forum- this committee is leading the way. Other committees are struggling; we have struggled & moved on due to model & terms of reference, continue work in spite of lack of or losing funds’ • Men’s Program’ designed, developed by the community • Leverage relationships e.g. Pat Campbell- ECHO 	<ul style="list-style-type: none"> • Time commitment/ stretching resources too far • Predominantly female, need more male representatives • A lot of people not represented/ missing at this table: and we are missing at other tables e.g. justice, CAS., healthy communities • Historic issues & silos: weakened link with justice system & health unit • Should look more like Healthy communities with reps from councils, health, etc • Child Abuse Review Team; DART, High Risk Team – need to partner • Recognized provincially but not so much locally • Culture- local attitudes & beliefs e.g. partying, drinking • Collective responsibility re domestic violence – lack of funding to do the work • Reliance on the coordinator, resources don’t match the vision • Not working smart. (How do we work smarter?) • Local geography, winter weather (size and population of PEI) • Different lenses: haven’t spent enough time exploring what these lenses mean • We don’t know what we don’t know • Hard to remove “Yuk” factor around violence in families & intimate relationships • We have to get out of the thinking re blaming others...need to work on building relationships to help others understand i.e. you can move the issue if you have common understanding. • Anger/frustration re rest of community (need to move on) • Moving to a sense of team with all of the community is time consuming. • Need to make time in our jobs to work on prevention- how much time & energy do we think of & actually do prevention.
Opportunities	Threats
<ul style="list-style-type: none"> • Provide collective courageous leadership • New sexual violence action plan. • Work with existing /other silos to access funds to get a fair share for GB. • Build, mentor, model how we do collaborative work as a community model • Explore our lenses, put one another’s glasses on to explore the world around us • Recognize the momentum we have already created • Do the work differently/smarter Develop some concrete measurement tools • Create a violence prevention strategy for the community of Bruce /Grey • Have Opportunities for outreach ,engagement- expand , use smartly • Build capacity for leadership • Topic not as yucky as it was...need to build on society’s changing attitudes • Can’t just focus on kids...a lot of bullying going on in adult world e.g. courts • Need to look at violence as a whole- look at imbalance of power • Education on an ongoing basis- use engagement strategies, validating statements • Education re the human connection, individual responsibilities to others, we can all do something, we all can help, & we all have a role to play. • De-expert ourselves...one simple comment changes life often • Bring more men into the committee to help with the work • Envision an end/outcomes to ensure we are making progress • Develop tool kits • Add students to committee • Build on success (“Tough Guys”;VIP program goes to all grade 6 via police) • Identify opportunities in our own jobs- strategically • Create a fundamental shift, create policy for the community • Reach out to the community & determine how we can move forward • Recognize others lenses are very different from ours • Shift in social values needed- how does this happen. Change is difficult • Prevention/treatment – look at success of others e.g. alcohol/FASD; use models like MADD, drinking/Driving- change of laws • Relationships based: works best for individual we work with as well as the Committee • Release of papers re addictions etc • Provincial- Sexual assault & Prevention Plans 	<ul style="list-style-type: none"> • Don’t listen well enough so we miss opportunities • People entrenched- culture • Change is really difficult, complicated & lengthy process. Are we asking the wrong question? There are different levels of change we need to identify that for each it is a different process. • Work at a higher level, close to work, know how important it is Need to strategize how to reach out- larger picture vs. close up picture of committee members. Going to the larger place means we have to leave some of the “language” behind • Language- how do we send these messages across. Media coverage • People concerned about shelter, feeding kids etc...can’t focus violence, abuse • Violence is not being identified/recognized in community- often hidden, denied • Get things done, don’t talk about it • Maybe we are not understanding who we work for- Can’t have rules for people. People can’t live with black & white- just grey • Relation based is what works best • Funders expect reports/statistics this takes away from our work. As a culture we have adopted this way to prove we are accomplishing our tasks • How we play the game re funders • Economic pressures, possible funding reductions

Appendix B – Change Ideas

Strengthen Collaboration with Community Partners

- Need to find out from partners not at table – what they need to happen to be at the table
- Find out what committees in the community are doing
- Reduce the number of committees?
- DART vs. this committee, would crowns come to this committee, appears to be an overlap...response to domestic violence. DART was ministry's way of consulting with community, is an audit process, i.e. what went wrong & what have we learned from this, immediate response
- Review this committee to see where people are sitting on other committees, bring info back take info to other committees- disciples
- Get out to broader community re the challenges & threats of this committee could be e.g. joint training
- SELF, how can we contribute to individuals helping self. e.g. projects for Young girls...working with younger children- early elementary years...younger than grade 6
- How can we be more enticing to others "big tent" concept
- How can we link with all the systems, medical, education, social services- make a list & advertise to agencies- "It is every bodies business"
- Mapping exercise – who is doing what, connecting to who. Can Healthy communities Committee help? They have done some of this work- share the experience
- Stop working from the symptom & work towards the root cause of violence which is the imbalance of power. Explore the link between poverty and imbalance of power.
- Don't go it alone. Present the whole picture with the whole team
- Relationship building, communication strategies. Getting guest speakers open up the topic- conference/workshop- Peter Jaffe invite again. Perhaps via the "Fathering initiative" could partner with "Lets Grow" Upper tier municipalities
- Look at ways individual services can work together, look at the research, how can we help disseminate

Education and Public Awareness

- Family & community Health team awareness of us
- Violence prevention should be "main streamed"- recognize warning signs, one stop access
- Educate media on how to report and the language used to prevent damage...remove the sensationalizing Working together for the family not against
- Talk up the determinants of health, use their language
- FACT sheets for families to help them call/talk to CAS, doctors, educators etc
- Changing the whole culture of the communities re family violence
- Make a tool kit that teachers, doctors etc could use with families/some organizations have resources but don't use them
- Lobby for a real voice at the end of the phone
- What would a violence prevention strategy for Grey/ Bruce look like?
- Focus on fun, what we want, stimulate energy in the community & with committee members
- Define the solutions rather than focusing on what needs to happen
- Scripting for community & or families, i.e. establishing a social contract- develop a road map. Will help with language issues- tool-kit product
- Need to keep the messages out there...let us in to be part of the system for updates every year
- In the community we have to talk about what everyone is entitled to

Increase visibility in the community

- Branding workshops etc get information out to communities not just service providers

- Do some work with smaller groups of pre-teens/teens re sex, violence & the media/multimedia- nothing going on in communities for 13-18 year olds
- Determine project leads for initiatives
- Leadership & capacity building—e.g. Sub committee for the sexual violence action plan initiatives to ensure initiative happens- healthy development for you girls/women
- Mini report card/check in on how we are doing. Community can help work on projects
- SELF – can we do a workshop on SELF (taking care of /responding to personal need) Building self care into the work place. How do we make sure that we are nurturing ourselves to continue with the work- “Healthy Self”
- Sexual violence action plan, move forward on it
- High schools & Men...every male teacher signs on & wears a white ribbon. Need to find a male teacher in each school. Challengeday.org
- Need to identify where ongoing projects fit into the strategic plan

So what is next?

- Review the root causes of “poverty”
 - Can we teach grade1 students about healthy relationships? Needs to be a part of the curriculum
 - Videos re shock factor/stories, stark to subtle
 - Power of Stories, what are the stories that we tell?
 - Celebrate what has changed, good news stories for young men, celebrating Men
 - Create the solutions - e.g. stand up man award creates a positive model
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Example

Score each project against agreed upon criteria

1= does not meet criterion

2= somewhat meets criterion

3= good at meeting criterion

Potential Project	Supports Mission and Vision of the GBVPCC	Has a clearly identified lead agency	Is affordable	Is doable

Impact /Effort Grid

Effort

Difficult to Do

Easy to do

Major Improvement		
Minor Improvement		