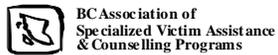




FINAL REPORT

December 31, 2003

A Project of the BCASVACP



Acknowledgements

This report is based on the final evaluation report on the CCWS Project prepared by Diana Ellis, Evaluation Consultant. The project is grateful for her thorough research and analysis.

The CCWS Team—Morgen Baldwin, Gail Edinger, Sarah Leavitt, Tracy Porteous and Gisela Ruebsaat—also thank the following people for their support since the project began in July 2001:

- The Law Foundation of BC for providing the major funding for the project and for sharing our vision of the need to support cross-disciplinary coordination to improve BC's response to violence against women—we specifically want to thank Veenu Saini, Daphne Morrison and Paul Love
- Our other funding partners: The Ministry of Public Safety and Solicitor General; the Ministry of Community, Aboriginal and Women's Services; The National Crime Prevention Centre
- Jane Coombe of Victim Services Division, MPSSG, for her leadership in the area of violence against women coordination in BC, including the shared vision and development of the CCWS project.
- Habiba Rashid, Office Manager of the BCASVACP, for essential administrative support and information
- Caroline White, for filling in as Administrative Coordinator on a temporary basis
- The Board of the BCASVACP for supporting this project
- The CCWS Working Group for their energy and wisdom
- Ruth Lea Taylor and Diane Turner for providing legal supervision
- The Project Advisors: Ian MacKenzie, Chief of Police, Abbotsford; Joanne Carmichael, Family Lawyer, Vancouver; Louise Cote-Madill, Réseau-Femmes Colombie-Britannique, Prince George; Alan Shoom, Regional Manager of Corrections (Vancouver-Lower Mainland); Inspector Barry Clark, Officer in Charge, RCMP North District; Lynda Anderson, Regional Coordinator, Women's Health and Wellness Programs, Northern Health Authority; Val Johnson, Policy Analyst, Ministry of Community Aboriginal and Women's Services; Linda Light, independent consultant involved in provincial training on women's empowerment; and Elaine Morton and Wendy Walsh of the Victoria VAWIR Coordination Committee
- The many people who attended CCWS project meetings, events and trainings
- The people who completed and returned evaluation questionnaires, both at individual events and during the final evaluation process
- The people who took the time to speak with the evaluator in telephone interviews

For more information about the Community Coordination for Women's Safety Project:

BC Association for Specialized Victim Assistance and Counselling Programs

728-602 West Hastings Street

Vancouver BC, V6P 1P2

Ph: 604-633-2506

Fx: 604-633-2507

bcasvacp@endingviolence.org

www.endingviolence.org

We are deeply saddened by the death of one of our Working Group members, Joan Meister of Pacific DAWN. Joan died of cancer on January 10, 2004. In the short time she worked with the CCWS project she contributed an incredible amount of time and energy towards developing and improving our work. As anti-violence workers, we also all benefited from advocacy and education that Joan had been doing for years before she joined us. Joan was a tireless advocate for people with disabilities, battered women, transgendered people and other marginalized groups for many years. We are honoured to have known and worked with her; she will be deeply missed by all of us.

Table of Contents

Executive Summary	page 6
Key Accomplishments of the CCWS Project	
Evaluation of the CCWS Project	
1. The CCWS Project	page 9
Background	
Staff and Working Group	
Goals and Objectives	
2. CCWS Project Accomplishments	page 14
A. Community Development	
B. Issues Analysis	
C. Training	
D. Enhancement of Systems and Community Coordination	
E. Working with Women Who Face Particular Discrimination	
F. Resource Development and Distribution	
G. Challenges	
3. In Summary	page 52
Appendix	page 56
Staff Bios	
Working Group Bios	
Working Group Terms of Reference	

The Community Coordination for Women's Safety (CCWS) Project

Executive Summary

The CCWS Project was managed by the BC Association of Specialized Victim Assistance and Counselling Programs (BCASVACP) and was designed to assist rural and isolated communities enhance existing coordination initiatives on violence against women or develop new ones, with a particular focus on rural and isolated women who experience specific barriers to accessing intervention and support services. The project ran from July 2001 to December 2003, with funding from the Law Foundation of BC; National Crime Prevention Centre Community Mobilization Program and Crime Prevention Partnership Program; National Victims Policy Centre of the Federal Department of Justice; Ministry of Community, Aboriginal and Women's Services; and Ministry of Public Safety and Solicitor General.

Key Accomplishments of the CCWS Project

- **Provided support, information and training to coordination initiatives in 78 communities.**
 - Thirty-eight (49%) of these had existing coordination initiatives in place, 40 (51%) did not.
 - Of the 40 communities without coordination, 26 (65%) began to work on developing such an initiative with the support of the CCWS Project staff.
 - Well over half of all communities were rural or isolated.

- **Created 35 essential resource documents and tools related to community coordination, which were distributed during training and community development work and posted on the project website (www.endingviolence.org).**
 - Backgrounders (issues analysis documents) on key issues
 - Tools and templates for community development
 - Issues updates
 - Project news bulletins

These tools were widely used and appreciated by systems-based and community-based stakeholders.

- **Developed and delivered skills-based training that addressed the most immediate and pressing issues related to violence against women**
 - 29 training events for community coordination initiatives
 - 9 presentations at conferences and other events

- 2 sessions of the Community Leadership Training, developed in partnership with the JIBC, designed especially for members of coordination initiatives
 - Moving Forward: Preventing Violence Through Intervention and Coordination, a major provincial forum put on in partnership with the BCASVACP
- Created and maintained a **database of over 400 contacts**, including all BC coordination initiatives and other key contacts in communities, provincial organizations, institutions and government departments.
 - Created an innovative cross-sectoral provincial-level **mechanism to mitigate and find solutions to systems issues**, despite the impact of policy changes and unexpected funding and program cuts to ministries, programs and coordination initiatives.
 - Worked towards making coordination initiatives responsive to the needs of **communities who have been particularly discriminated against**, including Aboriginal women, women with disabilities and immigrant women of colour.
 - **Designed a cost-effective model for coordination** on violence against women, building on the experience of the last 2.5 years, in consultation with potential strategic partners. This model, if implemented, would provide much needed assistance to local coordination committees and interdisciplinary analysis at the provincial level.
 - **Developed a chart of potential funders for anti-violence projects**. A draft of this chart has been used as a key resource by communities across BC to research funding options.

Evaluation of the CCWS Project

The evaluation of the CCWS Project was conducted by Diana Ellis, and took place throughout the duration of the project. Process and outcome data was gathered using evaluation review meetings with staff and feedback forms from participants in all ongoing the CCWS Project activities including the Working Group, various training events and a provincial forum. The evaluator was responsible for gathering data related to work processes and outcomes of specific meetings and other events. This information, summarized by the evaluator and analyzed with staff on an ongoing basis, was used by staff to reflect on the work, assess how the project was doing, and make process changes based on findings. Towards the project's close, specific outcome data was gathered from participants using questionnaires and interviews.

Participants in the CCWS Project activities described many concrete positive outcomes in community agencies, in coordination initiatives and in local and provincial systems. These outcomes are included in this report, in the respondents' own words.

1. The CCWS Project

Background

Since 1989, community organizations and the Victim Services Division of the Ministry of Attorney General (now the Ministry of Public Safety and Solicitor General)¹ have been involved in the development of violence against women coordination initiatives. These initiatives bring system-based and community-based representatives together to enhance collaboration on local responses to violence against women.

The Community Coordination for Women's Safety (CCWS) Project grew out of the work of Victim Services Division (VSD) and local and provincial women's organizations, and out of several years of consultation and coordination that the BC Association of Specialized Victim Assistance and Counselling Programs (BCASVACP) has been doing with groups across the province attempting to improve their community's response to violence against women.

The CCWS Project was designed to help rural and isolated communities enhance existing coordination initiatives on violence against women or develop new initiatives, with a particular focus on community women who experience specific barriers to accessing intervention and support services.

The work of the CCWS Project was grounded in the evidence-based research and the experience of other communities in Canada and the United States where coordination among law enforcement and community service providers has proven to be one of the most effective methods of increasing women's safety. Communities with a coordinated response are more likely to have effective referral systems, a better understanding of mutual roles and responsibilities and a more efficient use of resources.

The project's development and start-up work was managed through a partnership between the BCASVACP and VSD. Approximately nine months after the intensive work of project start-up, the BCASVACP took over as the sole managing partner and the Executive Director of the Association took on the

¹Victim Services Division has historically provided a range of support to encourage people to work together to improve their response to violence against women. These include: Coordinating Justice System Response; Supporting Community Response; Critical Analysis and Systemic Change; New Models of Coordinated Service Delivery; Moving Forward with Community Partners. Their initiatives within these areas include service delivery, legal reform, policy development and implementation, public education and awareness, training, research and monitoring.

role of Project Manager. VSD, continued to participate actively in the Working Group. Funding for the CCWS project was provided by a broad spectrum of sources, namely, the Law Foundation of BC; National Crime Prevention Centre Community Mobilization Program and Crime Prevention Partnership Program; National Victims Policy Centre of the Federal Department of Justice; Ministry of Community, Aboriginal and Women's Services; Ministry of Public Safety and Solicitor General; with the major funder being the Law Foundation of BC. The project began in September 2001, and ended in December 2003.

The fact that coordination related to violence against women had been going on in BC communities and systems for over 20 years was an important and positive foundation for the CCWS Project. For example:

- The original partnership with VSD was a particular factor in the overall success of the project, as the VSD brought and shared extensive links with colleagues in the system, specifically police and corrections, that other project partners did not have.
- The BCASVACP, with its ten-year history of supporting and building coordination in the field, brought a province-wide network and its own good reputation for substantive work on coordination and building partnerships.
- CCWS project staff brought a total of more than 75 years of "on the ground" experience in coordination, as well as considerable expertise in coordination research, management, education and resource development.
- Coordination tools previously developed by VSD and others were built upon and adapted by project staff.
- Even though government had recently cut resources to the funded Violence Against Women in Relationships (VAWIR) committees in the province, most of them continued to work in a coordinated manner. Their presence, although weakened, provided a base for further work by CCWS project staff.

CCWS Project Staff and Working Group

CCWS project staff included two Regional Coordinators, Morgen Baldwin and Gail Edinger (for five months of the project there was a third Regional Coordinator position, filled by Pam Sidhu); an Issues Analyst, Gisela Ruebsaat; and an Administrative Coordinator, Sarah Leavitt (hired in September 2002). Management and supervision was provided by Tracy Porteous, the Executive Director of the project's managing partner, the BCASVACP. (See Appendix for CCWS Team bios.)

The CCWS Working Group was made up of representatives from government, systems and community—all key stakeholders in the issue of safety for women who have experienced violence. The Working Group met as a whole 2-3 times per year, with many consultations and smaller meetings in between. (For more information on the Working Group, see page 33; see Appendix for Working Group bios and Terms of Reference.)

Working Group members included:

- Corporal Robin Bridge, Operations Policy Unit, RCMP "E" Division Headquarters
- Deputy Chief Constable Mike Chadwick, Saanich Police Department
- Jane Coombe, Policy and Program Analyst, VSD
- Pat Ekland, Senior Executive Officer, Governance and Policy, BC Aboriginal Network on Disability Society (BCANDS)
- Sheryl Jackson, Program/Policy Analyst, Stopping The Violence Branch, Women's Services and Child Care Department, MCAWS
- Ninu Kang, Director of Family Programs, MOSAIC
- Jim Kelly, Chair, Association of Counsellors of Abusive Men
- Staff-Sergeant Richard Konarski, Langley RCMP Detachment
- Vera Lagasse, A/Regional Director for BC, National Crime Prevention Centre
- Kamaljit Lehal, Lehal & Co., Barristers and Solicitors
- Chief Superintendent Al Macintyre, Chief Superintendent, Deputy Criminal Operations Officer (contract), RCMP "E" Division Headquarters
- Joan Meister, DAWN Canada
- Forrest Nelson, Family Law Staff Lawyer, Legal Services Society
- Staff-Sergeant Doug Oakley, Community Liaison, Saanich Police Department
- Sergeant Doug Pack, Unit Commander, "E" Division Criminal Operations Branch
- Anita Pascoe, Provincial Program Coordinator, Pacific Association of First Nations Women
- Staff-Sergeant Nelson Patten, Community Liaison Officer, Saanich Police Department
- Kirsten Peters, A/Program Analyst, Community Corrections Division
- Shelley Rivkin, Director, Centre for Leadership and Community Learning, Justice Institute of BC
- Virge Silveira, Coordinator, Our Women: Our Strength Provincial Family Violence Prevention Program, Pacific Association of First Nations Women
- Ruth Lea Taylor, Lawyer
- Diane Turner, Kelliher and Turner, Barristers and Solicitors

The CCWS project was administered through the office of BCASVACP, with all aspects of project management handled by the Association's Executive Director

and the Administrative Coordinator, whose office was located at the BCASVACP. The Regional Coordinators worked out of 100 Mile House and Prince George, and the Issues Analyst was located in Victoria.

Although having multi-sited staff required creative management and a certain dependence on the technology of daily emails and teleconference calls, the findings, from staff and participants in the field, were that the benefit of staff located in the field far outweighed the administrative challenges.

The project's focus on working with rural and isolated communities was made easier and more credible because the two Regional Coordinators lived outside of the Lower Mainland area. Their knowledge and lived experience of rural life deepened the project's understanding of the challenges inherent in organizing and maintaining coordination in small communities.

The initial makeup of the CCWS Project staff provided for a wide diversity of perspectives, including those of rural women, women of colour, immigrant women and lesbians. When one of the Regional Coordinators decided to leave her position to return to her former job, we unfortunately lost the important perspective of an immigrant woman of colour. After this Coordinator decided to leave her position, the project learned that we would not be receiving as much funding as we had anticipated, and we were unable to refill the position. As a result, we relied on the Working Group more than we had anticipated to provide an immigrant women of colour "lens" for our work.

Locating the Issues Analyst in Victoria proved useful for meeting on an as-needed basis with relevant government and policy staff.

CCWS Project Goals and Objectives

Vision: To increase the safety of assaulted women in rural and isolated communities in B.C.

Goal: To help rural and isolated communities develop new, and enhance existing, coordination initiatives on violence against women.

Objectives:

1. To provide support to rural and isolated communities for the implementation of violence against women policies.
2. To assist rural and isolated communities to address and remove barriers that limit women's access to the justice system and other relevant response systems for women who face particular discrimination.

3. To facilitate the development of an effective and consistent community response that enhances assaulted women's access to the justice and other relevant systems.
4. To increase a rural and isolated community's ability to analyze issues related to women's safety.
5. To support the development of solutions and strategies at the local, regional and provincial levels which address assaulted women's access to the justice system and other relevant response systems.
6. To assist rural and isolated communities to identify and bring forward issues that need to be solved at the provincial level.
7. To analyze and problem solve identified local, regional and provincial issues using a range of initiatives chosen to effect change.

2. CCWS Project Accomplishments

A. Community Development

Support to Communities

The CCWS Regional Coordinators, Morgen Baldwin and Gail Edinger, in consultation with CCWS Issues Analyst Gisela Ruebsaat, provided support to communities with coordination initiatives in place as well as to communities wishing to start coordination initiatives. The support included advice, consultation, training and assistance with planning and problem solving. The Regional Coordinators also facilitated the creation/enhancement of regional and provincial networks by encouraging connections among communities and planning community development sessions that involved several communities in various regions.

Methods of delivering support to communities included:

- Consultation by telephone, e-mail, and in-person meetings
- Delivery of workshops and training
- Development of a wide range of tools and resources
- Facilitation of cross-regional discussion groups

From September 2001 to December 2003, the Regional Coordinators connected with 78 communities. These communities were:

100 Mile House	Elkford	Mackenzie	Revelstoke
Abbotsford	Fernie	McBride	Robson Valley
Alert Bay	Fort St James	McLeod Lake	Rock Creek
Armstrong	Fort St John	Mission	Saltspring Island
Atlin	Golden	Moberly	Sechelt
Beaverdell	Good Hope Lake	Morricetown	Smithers
Boundary	Grand Forks	Nanaimo	Spences Bridge
Burnaby	Greenwood	Nelson	Squamish
Burns Lake	Houston	New Westminster	Terrace
Campbell River	Invermere	North Vancouver	Trail
Castlegar	Kamloops	Oak Bay	Tumbler Ridge
Chetwynd	Kaslo	Penticton	Valemount
Chilliwack	Kelowna	Powell River	Vancouver
Christina Lake	Kitimat	Prince George	Vanderhoof
Clearwater	Langley	Prince Rupert	Vernon
Comox	Lytton	Princeton	Victoria
Courtenay	Lillooet	Port Coquitlam	Williams Lake
Cranbrook	Lower Post	Queen Charlotte	
Creston	Lumby	City	
Dawson Creek	Masset	Quesnel	
Dease Lake			

Of these 78 communities, 38 (49%) had coordination initiatives in place and 40 (51%) did not. Of the 40 communities without coordination initiatives, 26 (65%) developed a coordination approach with the assistance of the CCWS Project staff.

The Coordinators prioritized:

- Rural, remote and isolated communities
- Communities without coordination initiatives
- Within the above communities, women who face particular discrimination

The Regional Coordinators also documented information about issues and gaps in communities related to coordination and violence against women and informed other staff of what they learned in the field. This information was then used to shape the work of the project, including the documents written by the Issues Analyst or the Regional Coordinators themselves.

Cross-Regional Discussion Groups

Through the community development work, the project identified a number of key issues of concern to those working in the area of violence against women. To facilitate discussion on these issues, four cross-regional discussion group teleconferences were organized. Fifty-two representatives from 26 BC communities participated in these teleconferences in October 2002 (on the topic of changes to Crown policy in cases of violence against women), and January 2003 (on the topic of criminal and civil protection orders).² The discussion served to provide information to all those accessing the calls, strengthen local relationships and partnerships and identify issues and solutions. The Regional Coordinators and Issues Analyst took on the considerable work of setting up, facilitating and following up on these strategic discussions, and the Issues Analyst wrote a report on each set of teleconferences. The reports were widely distributed, and used by systems and government members of the Working Group in discussions on policy.

Focus Groups

In the summer and fall of 2003, staff followed up on Working Group suggestions to organize two focus groups with women who face particular discrimination. The first, chaired by a Working Group member representing Pacific DAWN, involved women with disabilities. The second, organized in collaboration with a Working Group member representing MOSAIC and chaired by a MOSAIC staff

² Cross-regional discussion group participants included representatives from: Transition Houses, Safe Homes, RCMP, Municipal Police, Stopping the Violence Counselling Programs, Sexual Assault/Woman Assault Programs, Specialized Victim Assistance Programs, Police-Based Victim Services, Corrections, the legal profession, the Ministry of Public Safety and Solicitor General, Aboriginal Organizations, a Domestic Violence Unit and a survivors' organization.

person, involved advocates working with immigrant women. (See page 39 for more information.)

Creation of Documents

In consultation with the Issues Analyst, the Regional Coordinators developed a wide range of documents to guide their work in the field; these were distributed to communities and posted on the project website:

- **Keeping Safe in the Country: Conversations with Rural Women**
A tool that can be used to facilitate discussions about violence against women in rural communities
- **Consensus Decision Making**
Information for coordination initiatives on consensus decision making
- **Affirmation of Confidentiality**
Sample form for members of coordination initiatives to sign to affirm confidentiality
- **Mission Statement and Objectives**
Ideas for mission statements and objectives, to be used as a starting place for coordination initiatives
- **Mission Statement Building Exercise**
An exercise designed to help coordination initiatives develop their mission statements
- **Protocols for Coordination Initiatives**
Sample protocols that can be used by coordination initiatives to outline the way each community service involved in the initiative will respond to sexual assault and violence against women in relationships
- **Tracking Process for Coordination Initiatives**
A sample process designed to identify problems and gaps in service providers' response to incidents of violence against women, and to develop solutions at the local/community level. The tracking process is also designed to include options for recommendations to be made to regional, provincial or federal authorities, if issues are deemed systemic in nature and beyond the scope of a local agency to solve.
- **Benefits to Women's Safety of Community Coordination**
Outlines the ways in which Coordination Initiatives can help make women safer
- **Coordination as Strategic Planning**
Diagram that outlines a strategic planning process for Coordination Initiatives
- **Solutions Management Exercise**
A tool developed to assist Coordination Initiative members in exploring how to best address gaps in services for women survivors of abuse
- **Solutions Management Tool**

Community coordination initiatives can use this tool for working at the local level to identify, analyze, and resolve issues that impact the safety of women experiencing violence. The model also provides a way to identify and track issues that require action at a regional, provincial, federal or other level. (Adapted from earlier work by VSD which was in turn based on the CCWS Project work)

➤ **Model for Change**

A diagram that illustrates how issues facing abused women can be addressed on a systemic level by Coordination Initiatives

The Regional Coordinators also facilitated the sharing of documents among local coordination initiatives throughout BC, such as the orientation package of the Abbotsford/Mission VAWIR Coordinating Committee. This document is an example of a comprehensive orientation package that can be used as a model by other coordination initiatives.

Outcomes and Impacts Related to Community Development

During the final evaluation of the CCWS project, the evaluator asked people across BC to describe how their involvement in the project was specifically used to change or enhance policies and practices, methods of coordination or ways of providing support to women.

The evaluation found that the community development methods worked well to animate, inform, educate and encourage existing and new coordination initiatives in rural, isolated, and other communities. People from both systems and community organizations working in the coordination field needed support and the project provided that support. Individuals from community coordination initiatives responding to this evaluation described increased resilience, resolve, commitment, connection and skills.

The following table provides these descriptions in respondents' own words.

Community Development OUTCOMES	Community Development IMPACTS
<p><u>Coordination work improved/enhanced</u></p> <p>-“The project helped us to greatly enhance communication and coordination between key players in our community. One of the key aspects of this is the relationship building that facilitates communication when concerns arise. This assisted me in having a productive discussion with our RCMP Sergeant about concerns I had.”</p> <p>-“We improved the partnership in our community.”</p> <p>-“We used the information from the regional discussion teleconference groups to inform similar discussions at the VAWIR table. We encouraged the local police representative to sit in on the tele-conference and then to attend VAWIR meeting to present information.”</p> <p>-“The material and support from the regional coordinator helped our committee work through a collective discussion and decision. We are all passionate, with different points of view and the material helped us.”</p> <p>-“We used the information with our official planning committee to set new procedures around community safety and specific sites in our community.”</p> <p>-“I have contacted three CCWS staff</p>	<p>-“As a result the detachment has made changes to the way they release information to the media in domestic violence cases.”</p> <p>-“This resulted in several partners coming together to formulate a plan to assist a local woman in crisis - a coordinated effort to women’s safety.”</p> <p>-“This resulted in identification of a local issue requiring protocol development, which we then developed.”</p> <p>-“The templates, which we now use, make the work manageable, easier.”</p> <p>-“The benefit of having a central</p>

<p>re issues with clients or about the VAWIR committee - strategized with each of them at various times.</p> <p>-“I was having difficulty with the local police response to domestic violence at a number of levels. Contact with the Regional Coordinator was positive and supportive, resulting in a higher ranking office looking into the situation in our community.”</p> <p><u>Strengthened local coordination committee</u></p> <p>-“With the support and practical guidance of the regional coordinator we struggled though some very difficult issues.”</p> <p>-“The regional coordinator’s common sense information helped me as chair see the bigger picture. She took the conflict we were having away from being a personal picture to a team building matter. This helped us focus on what was important and what was not important. We moved back to developing relationship and trust within the group. This reminded us of the ‘core’ value that violence against women is a crime and deserves an appropriate response.”</p> <p>-“The information and support provided by CCWS was invaluable to us in developing our committee and receiving up-to-date information about issues.”</p> <p>-“Many of the women currently involved in coordination come to the work through their paid jobs and need</p>	<p>provincial resource person (on coordination) is key.”</p> <p>-“I am now experiencing more respectful interactions with the police as well as positive results into inquiries.”</p> <p>-“Without this support, our committee would have been dissolved to the disadvantage of all women in the community.”</p> <p>-“As a result we have police involved in our committee again, and other players have come back to the table. We are doing real work about making the community safer for women.”</p> <p>-“In our small northern remote community, this support was crucial to the success of our safer communities initiative.”</p> <p>-“Research, ongoing communication and training is imperative to creating and maintaining coordination</p>
--	--

<p>information and support to accomplish the task - which is done off the corner of our desks in addition to all our client work. Taking on the coordination role is valuable, but we need help to do it."</p> <p>- "I have really benefited from emails and personal calls from CCWS staff as I came to the coordination committee with very little background knowledge. When times are difficult the opportunity to network and talk about shared stressors such as Crown not coming to meetings is very useful."</p> <p><u>Helped with analysis and dealing with change</u></p> <p>- "The community leadership training couldn't have come at a better time. I was feeling so disheartened - we had lost legal aid, the courthouse was closed, policies were changing and it felt as if we'd gone back twenty years. Our community is so isolated - I wondered 'Do I even want to do this any more?'"</p> <p>- "With the structure of victim services being what it is, this is disheartening work right now. We felt the systemic problems were happening only in our region, but found out through the project it is occurring province-wide. The coordinators helped us identify important issues."</p> <p>- "In this time of service cuts in rural and isolated communities, coordination within each community may be the only thing that can keep a woman safe."</p>	<p>initiatives."</p> <p>- "The potential for fostering high level cooperation through coordination is a very worthwhile goal. I strongly feel coordination time should be paid."</p> <p>- "I feel less alone, more validated, gained confidence and saw that CCWS provided an infrastructure for us to connect with as well as providing vital linkage and support to us in this rural community. It helped me stay inspired and not lose hope."</p> <p>- "We got the sense that our issues would be addressed hopefully at the provincial (Working Group) level."</p> <p>- "With this project best practices in one community were relayed to others."</p>
---	---

<p>-“I use the CCWS work at the ground level, and recently used it with other agencies I link with to make the point that safety for women is primary when planning to put support services in place.”</p> <p>-“A working group member alerted us to concerns with new legal aid criteria regarding domestic violence. We contacted Legal Services Society, got hold of the policy, then took discussion of this out to the field in the cross-regional teleconference calls.”</p> <p><u>Strengthened the provincial network of coordination</u></p> <p>-“What worked well is the way they connected the communities—they are the spiders in the web and helped us link up, would say, ‘do you know that community X is doing such and such?’”</p> <p>-“I learned from the teleconference calls what someone else was doing and got direct information around policy.”</p> <p>-“I have received letters from local women about the impact of Crown policy changes on their safety.”</p>	<p>-“So the agencies decided the domestic violence support workers (they were planning to hire) have to be women, and need to be there to support the women.”</p> <p>-“This is an example of how we take the ‘macro-level work’ of the Working Group out to the field.”</p> <p>-“This gave us a bigger view, which is helpful to us when we are so immersed at the local level.”</p> <p>-“I left those calls with a sense of validation.”</p> <p>-“ I certainly see CCWS as a provincial initiative I can share that information with.”</p>
--	---

B. Issues Analysis

The CCWS Issues Analyst, Gisela Ruebsaat, was responsible for conducting research and consultations, gathering materials and preparing analysis documents on critical issues related to violence against women and the coordination of systems and communities. She circulated these documents to key stakeholders in government and community, and acted as media liaison. These issues were identified by the project through the community development work and through consultation with key players in systems and community agencies. The Issues Analyst also helped Working Group members prepare briefing materials and communication documents for their own sector. The Issues Analyst also provided information on legal and policy issues to the CCWS Project staff and local coordination initiatives throughout the province. Essential support for the issues analysis was provided by CCWS Legal Supervisors Ruth Lea Taylor (2001-2002) and Diane Turner (2002-2003).

Issues analysis documents produced by the CCWS Project staff included:

- **Concerns and Questions Related To the Potential for an Increase in the Use of Alternative Measures in Violence Against Women Cases, *CCWS Backgrounder***
- **Varying Bail "No Contact" Conditions to Allow Contact in Situations Of Violence Against Women in Relationships, *CCWS Backgrounder***
- **Considerations for Sexual Assault Coordination, *CCWS Information Bulletin*: This Information Bulletin will help coordination initiatives discuss the integration of sexual assault case tracking, monitoring, and best practice development into their work.**
- **Coordination Initiatives on Violence Against Women: Including Women Who Have Experienced Violence, *CCWS Information Bulletin*: This Information Bulletin is intended to be used by Coordination Initiatives in considering the inclusion of women who have experienced violence.**
- **Solutions Management: A diagram developed to assist Coordination Initiatives in addressing gaps in services for abused women.**
- **K.G.B. Statements and Violence Against Women: Brief information on the use of K.G.B. statements, and questions for discussion/ request for feedback on this issue.**

Documents produced by the Issues Analyst included:

- **Mutual Battering Case Study: Case study and discussion questions on a situation of "mutual battering."**
- **Response to the Ministry of Attorney General Discussion Paper on the Crown Counsel Spousal Assault Policy: In July 2002 the Ministry of Attorney General released a discussion paper regarding proposed changes to the**

Criminal Justice Branch Spousal Assault Policy. Along with other organizations and individuals across BC, the Association and our Community Coordination for Women's Safety Project responded to this discussion paper. Our response, based on literature review and consultations with system- and community-based personnel, outlines concerns and offers recommendations.

- **The Ministry of Attorney General Criminal Justice Branch Review of Their Policies Including Those Governing Violence Against Women in Relationships and the Implications This Has for Victim Safety, CCWS Backgrounder**
- **Proposed Amendments to Crown Charging Policy in Violence Against Women Cases, CCWS Issues Update:** This update supplements the CCWS backgrounder, *The Ministry of Attorney General Criminal Justice Branch Review of Their Policies Including Those Governing Violence Against Women in Relationships and the Implications This Has for Victim Safety*.
- **"Reluctant" Witnesses in Violence Against Women in Relationships Cases - Addressing Barriers to Pro-Active System Involvement, CCWS Backgrounder**
- **Effective Enforcement of Peace Bonds and Other Criminal Protection Orders, CCWS Backgrounder**
- **Summary of Regional Discussions on Proposed Changes to Violence Against Women in Relationships Policy:** Report on regional discussions facilitated by the CCWS Project in October 2002. Includes overview of key concerns regarding the proposed policy changes, as well as examples of "promising practices" used in some communities to address the challenges involved in working with women who have experienced violence.
- **CCWS Cross-Regional Discussion Groups 3 & 4: Summary:** A summary of Community Coordination for Women's Safety Project discussion groups held January 21 and 23, 2003 on the subject of civil and criminal protection orders. Two conference calls were conducted, with 22 participants from a 16 communities representing a wide range of sectors.
- **CCWS Cross-Regional Discussion Groups 3 & 4: Overview:** A brief overview of Community Coordination for Women's Safety Project discussion groups held January 21 and 23, 2003 on the subject of civil and criminal protection orders. Two conference calls were conducted, with 22 participants from a 16 communities representing a wide range of sectors.
- **Policies, Public Legal Education Materials and Other Available Resources on Protection Orders:** List of resources available.
- **Matrix Summarizing and Comparing Domestic Violence Act Provisions Contained in Provincial and Territorial Acts**
- **Background Information on CCWS:** Prepared for Citizenship and Immigration Canada in anticipation of collaboration with them (see page 34).

Other issues analysis work involved ongoing research, consultation and networking with a range of practitioners and experts on violence against women to share strategies and key information. Examples include:

- In consultation with MPSSG, revising provincial police/RCMP policy guidelines on police release to include provisions specifically addressing safety concerns of women who face particular discrimination
- Coordinating a strategy session with police, government and community stakeholders on the potential benefits of proposed domestic violence legislation in BC
- Meeting with community, police and hospital representatives and with the Chief Coroner for the Fraser Region regarding the tragic Mission deaths of Sherry Heron and Anna Adams and identifying strategies for improved coordination of service delivery and safety planning in the Mission area
- Negotiating a partnership with MPSSG to develop and circulate a province-wide training tool for police on the enforcement of peace bonds, restraining orders and other protective measures in violence against women case.

Below is a snapshot of other issues and topics addressed by the Issues Analyst:

- **Effective enforcement of Civil and Criminal Protection Orders** (prepared project Backgrounder, co-facilitated regional discussion groups with 26 different communities and presented the results to various government and police bodies)
- **Pension splitting in situations of violence against women** (met with local coordination representative to discuss options and provided her with information on relevant case precedent)
- **The concept of “mutual battering” and its impact** (prepared and delivered one day interdisciplinary training in the Kootenay region)
- **The effectiveness of provincial/territorial domestic violence legislation** (in consultation with MPSSG, prepared a matrix comparing applicable legislative provisions across Canada and distributed same to Working Group and key government representatives)
- **Impact of *Personal Information Protection Act* (PIPA) on community-based service providers** (reviewed PIPA legislation and policy-related information on the web and met with Working Group member and government representative responsible for implementing the new legislation and identified resource development and training strategies for communities)

- **Presenting evidence and/or obtaining standing at an inquest** (met with coroner's office, project supervising lawyer, and reviewed *Coroner's Act*)
- **Potential impact of civil liability review on historical sexual abuse and residential school abuse claims** (reviewed information on Ministry of Attorney General website, liaised with local bar committee representative and prepared draft letter to review body)
- **The nature of advocacy and the issue of discussing evidence** (provided training tool on this topic for possible use in communities)
- **Changes to victim notification practice** (met with staff from provincial Victim Safety Unit and Corrections and provided them with project backgrounders on topic)
- ***Lobbyist Registration Act*** (reviewed new legislation and provided information to provincial organizations on its applicability)
- ***Federal Privacy Act* provisions regarding the sharing of personal information and referrals to community based programs** (reviewed federal legislation and provided relevant information to Working Group member)
- **possible *Criminal Code* amendments to make assault against an intimate partner a discrete offence** (reviewed Federal Provincial Territorial Working Group Report and provided information to provincial organization representing survivors)

Outcomes and Impacts Related to Issues Analysis

During the final evaluation of the CCWS project, the evaluator asked people across BC to describe how their involvement in the project was specifically used to change or enhance policies and practices, methods of coordination or ways of providing support to women. The evaluation found that the issue analysis process worked well to animate, inform, educate and encourage understanding, analysis and progressive movement on the issues reviewed. The results described by evaluation informants are coordination initiatives with an increased ability to analyze and take action on issues related to women's safety, and systems people reporting increased knowledge, analysis, connection, and in some cases specific action and change.

The following tables provide these descriptions in respondents' own words.

Issues Analysis OUTCOMES	Issues Analysis IMPACTS
<p><u>Informed <i>community</i> coordination discussion and action</u></p> <p>-“I copied the Backgrounder to share with VAWIR committee members before a discussion of how we would handle the impact of recent policy changes on our work.”</p> <p>-“The analysis provided is usually the only access we have to legal opinions which are informed by both the law and our clients’ reality.”</p> <p>-“The backgrounders were a fabulous tool, giving people in agencies the opportunity to begin discussion on a level playing field, speak to their differences of opinion with what was written, and raise the level of discussion to the next level.”</p> <p>-“The information sheets on peace bonds I shared with co-workers and the VAWIR group.”</p> <p>-“I distributed Backgrounders to all detachment members and used it in submissions to the Attorney General and for Victim Services funding.”</p>	<p>-“As a local committee with no paid coordination the quality of the project’s research information is way beyond what we could pull together. These documents gave us all access to the same material and we were able to develop a response as a group.”</p> <p>-“In this way the material acted as a ‘speaking tool’, helping to capture diverse opinions held in the field in a respectful way.”</p> <p>-“These were all helpful resources to initiate discussion.”</p>
<p><u>Informed <i>community</i> coordination discussion and action</u></p> <p>-“We do coordination off the side of our desk, so having the research pieces done by the project means we can get along with discussing them at our VAWIR group. This CCWS material is substantive and that keeps people coming to meetings. We had been</p>	<p>-“As a result we have been able to maintain our core VAWIR group, and the discussion on the regional teleconference calls helped me to understand the changes when I am the committee chair. The quick and timely backgrounders were hugely important</p>

<p>losing coordinating committee members because of job losses and everyone being inundated with so much work that they would miss meetings.”</p> <p>-The information regarding changes to Crown policy helped me figure out what to do - the timing was great.”</p> <p><u>Informed <i>system</i> coordination and action</u></p> <p>-“I found the backgrounder on the issues of VAWIR, provincial government involvement and general resources available outside of government to be invaluable.”</p> <p>-“The materials helped me to articulate with colleagues the need to understand coordination as a distinct intervention service apart from other useful work such as education and primary prevention.”</p> <p>-“The research work that CCWS staff did on (the issues) means that what would have taken me two days to respond to (in my own work) will now only take me several hours.”</p> <p><u>Expanded understanding of issues</u></p> <p>-“Receiving the information helped us look at the big picture - we were stuck in the day to day and the micro-view is limiting.”</p> <p>-“The materials received were useful in helping us develop a community response to the issues. For people</p>	<p>to us.”</p> <p>-“This provided me with an insight regarding required reforms of policy, procedure and directives in order to harmonize how victims, witnesses and suspects are dealt with at a provincial level.”</p> <p>-“Because I got the written documents early I could pass them on to colleagues and we could use them in our work.”</p> <p>“I am confident in the work of the Issues Analyst and have no hesitation in using it. The analysis is thorough - this depthful legal analysis is a tremendous asset to the project.”</p> <p>-“When I have a sense of the macro system I can talk to potential members about how to be involved and why it is important.”</p> <p>-“Without your materials, developing a response would have been overwhelming.”</p>
---	--

<p>working (on coordination) off the side of our desks, we knew that with this we could still have a voice.”</p> <p>-“We found the backgrounder information very useful. Thanks again for helping me better understand the dynamics involved and the respectful manner your team approached used with each of us.”</p> <p>-“In a general sense, the CCWS project has provided me with a greater awareness of the issues.”</p>	<p>“As a result, ‘leading by example’ has become my motto.”</p> <p>-“This informs my work, its (funding) priorities and relationships with organizations addressing violence against women.”</p>
---	--

C. Training

The CCWS Project provided training on key coordination-related issues at the local, regional, provincial, national and international level. Training was an important component of all community development and issues analysis work.

- **Local Training Workshops:** 29 local training workshops were presented by the Regional Coordinators. These workshops provided support, skills and information to existing initiatives and facilitated the creation of new ones. The Regional Coordinators consulted with communities before the workshops and provided follow-up afterwards. These communities were: Beaverdell, Campbell River, Castlegar, Chilliwack, Courtenay-Comox, Cranbrook, Creston, Elkford, Fernie, Fort St James, Golden, Grand Forks, Invermere, Kitimat, Langley, Massett, Nanaimo, Nelson, North Vancouver, Powell River, Princeton, Revelstoke, Robson Valley, Rock Creek, Terrace, Trail, Vancouver, Vanderhoof and Vernon.
- **Community Leadership Training:** The Regional Coordinators contributed extensively to the development of the curriculum for the Community Leadership Training, developed by the JIBC for the VSD and this project. The Regional Coordinators delivered a pilot session of the training in March 2003; then, based on feedback from the pilot, they made extensive revisions to the curriculum and delivered the training again in October 2003. Handouts were revised and new CCWS resources added to participant packages, and role-play scenarios were updated. These three-day sessions were attended by 41 participants representing coordination initiatives throughout the province. Participants were selected from the most rural and isolated communities, giving priority to Aboriginal women and immigrant women of colour. There is an outstanding waiting list of 31 women who would like to take this training, and we believe that should this training be advertised again the waitlist would increase substantially.
- **Regional Training:** The Regional Coordinators worked with coordination initiatives in Campbell River, Courtenay/Comox, Nanaimo and Powell River to organize a joint meeting in Courtenay in September 2003. Planning this event involved several meetings between CCWS Regional Coordinators and the chairs of the initiatives to develop the agenda and advertise and coordinate registration in order to ensure broad and diverse representation. CCWS Regional Coordinators facilitated a day-long solutions management workshop, providing participants with an opportunity to practice skills for identifying, analyzing, and resolving issues in their communities that impact the safety of women experiencing violence. After the meeting, the Regional Coordinators connected with the chairs of each local coordination committee to follow up and provide additional support and information as

needed. The Regional Coordinators also delivered a regional training on coordination in the McBride and Valemount area (includes Albreda, Valemount, Tete Jaune, Dunster, McBride, Crescent Spur, Loos and Dome Creek)

➤ **Workshops at Conferences and Other Events:** Other training presented by CCWS project staff included:

- **The CCWS Project, First International Seminar on Women's Safety: Making the Links, Montreal, 2002**
- **Systemic Change from the Ground Up, National Symposium on Violence Against Women, Vancouver, 2002**
- **Civil and Criminal Protection Orders and the Effectiveness of Proposed Domestic Violence Legislation, National Symposium on Violence Against Women, Vancouver, 2002**
- **Rural Realities: Doing More with Even Less, BCASVACP Annual Training Forum, Vancouver, 2002**
- **Changes to the Crown Counsel Charging Policy During a Time of Restraint, BCASVACP Annual Training Forum, Vancouver, 2002**
- **The CCWS Project, Keynote Address, Violence and Women's Health Conference, Vancouver, 2003**
- **Violence Against Women and Coordination, for a University of Northern BC course on Evaluating Women's Health Programs, Prince George, 2003**
- **The Myth of Mutual Battering: Developing Responses That Reflect the Victim's Reality, West Kootenay Regional Training, Castlegar, 2003**
- **Coordination and Women's Safety, Information Series at Prince George Women's Wellness Centre, 2003**
- **Coordination and Women's Safety, Manitoba Association of Family Violence Workers Provincial Family Violence Prevention Conference, Winnipeg, 2003**

- Coordinated Responses to Enhance Women's Safety Across British Columbia at the National Victims of Crime Conference in Ottawa, November 3-5.
- **CCWS Provincial Forum: Moving Forward: Preventing Violence Through Intervention and Coordination** was held in Richmond in November 2003, in partnership with the BCASVACP Annual Training Forum. The forum is a good example of the overlap of training, analysis, community development and resource sharing within the CCWS project. The two-day forum was planned by CCWS staff, with the project's Working Group acting in an advisory capacity. The forum goals were:
- To provide a forum for education and information sharing on current and emerging issues in the criminal and civil justice system response to violence against women
 - To explore strategies for inter-sectoral collaboration, regional and provincial networking, information sharing, and sustaining mutual support among diverse coordination initiatives
 - To facilitate the development of a province-wide understanding of the key issues impacting women's safety and promising practices being used to address them

System-based and community-based participants were selected to ensure a broad representation of geographical regions, sectors and particularly discriminated against communities. One hundred and eleven participants and 22 presenters attended the forum. Forum content was designed to focus on coordination issues related to rural and isolated women and immigrant, disabled and Aboriginal women, and to present new analysis and information on coordination tools and perspectives. For example:

- Three keynote addresses spoke to issues of rural and isolated women.
- Aboriginal perspectives were presented through the First Nations Opening Ceremony and a keynote address.
- Concerns of immigrant women were delivered through a keynote address and a workshop.
- Two workshops presented information on new initiatives and perspectives: the use of K.G.B. statements and the myth of mutual battering in heterosexual relationships.
- Two workshops and a keynote address presented the most up-to-date analysis and information on methods used to keep women safe, including protection orders, specialized police-community domestic violence units and cross-sectoral collaboration and referrals.

Workshops at the forum included:

- Working Upstream to Coordinate our Response to Immigrant Women Experiencing Violence: Rosa Arteaga, Marilyn Gutierrez-Diez, Setsuko Hirose, Ninu Kang (Moderator)
- K.G.B. Statements: A Strategy for Bringing Victims' Out-of-Court Statements before the Judiciary in VAWIR Cases: Sgt Keith Hammond, Staff Sgt Richard Konarski, Holly J. Lindsey, Marnie Stickley
- The Myth of Mutual Battering in Heterosexual Relationships: Cpl Robin Bridge, Radhia Jaaber, Gisela Ruebsaat
- Ending the Silence: Understanding Violence Against Women with Disabilities: Monika Chappell, Eileen O'Brien
- Using Protection Orders in Cases of Violence Against Women: What are the Benefits and Drawbacks?: Leslie Anderson, Cindy Cady, Staff Sgt Richard Konarski, Forrest Nelson, Gisela Ruebsaat, Diane Turner
- Keeping Women Safe: Cross-sectoral Collaboration and Referrals: Spdt Kerry Bennington, Sheryl Jackson, Kim Sanghera, Cindy Stogren, Wendy Walsh

Keynote addresses included:

- Sustaining Safety and Healing through Collaboration in Challenging Times: Tracy Porteous
- From Dialogue to Action: Speaking Back to Violence in the Lives of Rural Women: Radhia Jaaber
- QWUM QWUM SLENI: Response to Violence Against Women From Three Indigenous Nations: Angie Todd-Dennis
- Specialized Police-Community Domestic Violence Units: How are they Relevant to Rural and Isolated Communities?: Deputy Chief Constable Doug LePard
- Violence and Isolation in Rural British Columbia: A Woman's Story of Suffering, Survival and Triumph: Jacqueline Morse Baldwin

Outcomes and Impacts Related to Training

During the final evaluation of the CCWS project, the evaluator asked people to describe how their involvement in the project was specifically used to change or enhance policies and practices, methods of coordination or ways of providing support to women. The following tables provide these descriptions in respondents' own words.

The final evaluation found that the training designed and delivered throughout the CCWS project worked extremely well to animate and strengthen the work of individuals and coordination participants. In delivering training, staff also consistently learned more about how to improve their curriculum and methods

to best meet the changing needs of experienced and new coordination practitioners. The results described by evaluation informants are increased abilities, skills and insights.

Training OUTCOMES	Training IMPACTS
<p><u>Used/will use the training to take action</u></p> <p>-“After attending the community leadership training I worked with three other communities to develop a local workshop to share new skills using the solutions management tool.”</p> <p>-“The community leadership training and handouts were helpful with my committee - the networking and information validates the work my community is doing and gives us a resource to consult when issues arise.”</p> <p>-“After attending the community leadership training I knew others were out there doing the same thing. It came just at the right time of low feelings I was having about the future.”</p> <p>“Thank-you for the hard work that went into the presentation on the topic of mutual battering.”</p> <p>-“I learned about the practical use of KGB and the possibility of adapting a Domestic Violence Unit to our rural detachment.”</p>	<p>“This workshop will expose about eight members from our VAWIR committee to new practices, and other committees, and is expected to have a positive effect on local coordination and therefore on women’s safety.”</p> <p>-“I use the confidentiality and member responsibility and protocol templates.”</p> <p>“There has been positive feedback from community members attending and now more commitment to work on this topic.”</p>
<p><u>Used/will use training to take action</u></p> <p>-“I learned more about the importance of collaboration between police and community.”</p>	<p>-“We need to continue working on this in our community.”</p>

<p>-“I leave this forum and go back to my community to try to work more effectively with the RCMP.”</p> <p>-“I return with the intent of developing operational policies with the new Specialized Victim Assistance Program.”</p> <p>-“The power wheel helped me look at how women’s organizations are still not truly accessible and how notions of “boundary” can oppress women of colour.”</p> <p>-“The topic of women and disabilities is very important to me - I’m passionate about improving accessibility issues.”</p> <p>-“When the men say (in my groups) that the victim ‘started’ it, I will have a better understanding of what the picture might be regarding power imbalance.”</p> <p>-“I learned that mutual battering is not ‘equal’ battering.”</p>	<p>-“I will use this to help us reconceptualize power and control in my home organization.”</p> <p>-“The handout will help me accomplish work on the accessibility issue.”</p> <p>-“I will start to address denial with the man.”</p> <p>-“I feel more equipped to address those reluctant to join our coordination committee because (they don’t see it) as inclusive of violence against men. I feel that I could explain it now.”</p>
<p><u>Training resulted in improved coordination function in the community</u></p> <p>-“Up here the crown and probation turnover is incredible - we’ve had three probation officers in the last 11 months. So we are constantly having to find, keep, and train new coordination committee members. The</p>	<p>-“As a result people are coming to our meetings telling us they will <i>commit ‘if we know that when we come to meetings we can move forward and it is valuable.’</i>”</p>

<p>training focussed on providing evidence on what is best practice and brought positive expression to the work."</p> <p>- "At the training we said 'let's look at how to involve Crown at the table' - if they aren't able to attend meetings are there other ways to involve them."</p> <p>- "The regional coordinator did a workshop in our community which gave us the opportunity to celebrate successes, look at steps we'd missed, grounded us in where we had come from, and where to go next. The exercise and reflection helped us see we had accomplished something."</p> <p>- "After your workshop (held by regional coordinator in our community) we got a call from the local police victim services asking us to present at a training session for their volunteers."</p> <p>- "We felt before the community workshop that some people might not even come back to the coordinating table, now there is some commitment to working through important issues."</p> <p>- "I will work more enthusiastically on coordination."</p> <p><u>Regained hope/energy for the work of coordination</u></p> <p>- "(Because of the Forum) I removed myths that have held me back."</p>	<p>- "I went home and had a telephone discussion with our local Crown and we are making plans to connect differently."</p> <p>- "As a result things run more smoothly which is a benefit for us. A core group comes to our committee every time now."</p> <p>- "We definitely feel this is a step towards building partnerships."</p> <p>- "People feel infused with some new ideas and energy - we have two sessions now set up for the coming months."</p> <p>- "I will use this information to develop operational policies with the new Specialized Victim Assistance Program in our community."</p> <p>- "I am motivated to move forward with enthusiasm in my community."</p>
---	---

<p>-“The networking was useful - knowing you are not alone in the work you do, and that others are working to the same end.”</p> <p>-“The forum validated my belief in the importance of collaboration across sectors.”</p> <p>-“I return to my workplace re-inspired, re-motivated, re-energized...”</p> <p>-“I am inspired to work together with community partners to increase our service effectiveness.”</p>	<p>-“I will work more on collaborations in my area.”</p> <p>-“...and with strategies to address areas our services can improve with coordination and collaboration.”</p>
---	--

D. Enhancement of System and Community Coordination

As well as supporting local coordination initiatives, the CCWS Project worked to enhance coordination between systems and community on a provincial level.

CCWS Project Working Group

(See Appendix for Working Group Bios and Terms of Reference)

This multidisciplinary group included representatives from:

- Victim Services Division, MPSSG
- The National Crime Prevention Centre
- R.C.M.P. "E" Division Headquarters
- Pacific Association of First Nations Women
- Pacific DisAbled Women's Network (DAWN)
- BC Aboriginal Network on Disability Society
- Saanich Police Department
- Stopping The Violence and Regional Programs Branch, Women's Services and Child Care Department, MCAWS
- Community Corrections Division, Ministry of Public Safety and Solicitor General
- Langley RCMP Detachment
- MOSAIC (Multilingual Orientation Service Association for Immigrant Communities)
- Victoria Regional Centre, Legal Services Society
- Justice Institute of BC
- Association of Counsellors of Abusive Men
- Members of the criminal and civil private bar

The Working Group met seven times between November 2001 and October 2003. The mandate of the Working Group included:

- Providing input on particular issues relating to their fields of expertise
- Reviewing issues and recommendations brought forward by staff
- Identifying local and provincial strategies to enhance coordination and implementation of violence against women strategies
- Identifying individual advisors who might be in a position to act on issues and recommendations brought forward by staff and Working Group members

Over the course of the project, the Working Group itself became a model of effective coordination. Working Group members consistently provided insight, expertise, and advice, and displayed an openness to share and learn, as well as a commitment to taking appropriate action within their own systems and

organizations. Membership and attendance remained reasonably consistent throughout the project, no small feat given that many members had to travel from Victoria and all had high-level work responsibilities. Participant evaluations of each meeting provided input to the CCWS Project staff on satisfaction with meeting facilitation, analysis, problem solving, communication and background material.

Given the impact of the external factors of cuts and policy changes on the project, the exceptionally cohesive and productive Working Group process was an unexpected and positive outcome. This occurred despite the challenge of trying to get extraordinarily busy community and system professionals together in the same room for day-long meetings several times a year, and despite the challenge of moving quickly and strategically within bureaucratic systems to put more effective practices in place to deal with women's safety.

Working Group Work Teams

Three sub-committees, or work teams, emerged out of Working Group discussions, in order to address particular areas of concern.

- Immigration Work Team: Collaborated with Citizenship and Immigration Canada authorities to enhance protective measures available to immigrant women who experience relationship abuse, and to increase communication between immigration authorities and the criminal justice system.
- Crown Work Team: Developed strategies for enhancing communication between Crown and local violence against women coordination initiatives and between the Criminal Justice Branch of the Ministry of Attorney General and the CCWS Project. The work team also explored tools for enhancing women's safety during prosecution of violence against women cases.
- Alternative Measures Work Team: Gathered statistical information regarding the use of alternative measures in violence against women cases.

Outcomes and Impacts Related to Enhancement of System and Community Coordination

During the final evaluation of the CCWS project, the evaluator asked people to describe how their involvement in the project was specifically used to change or enhance policies and practices, methods of coordination or ways of providing support to women.

The evaluation found that this work was able to move forward despite the unexpected impact of cuts to ministries, programs, coordination initiatives, and despite the equally unexpected rescinding of the Crown charging policy. The results described by evaluation informants in communities and systems are: a deeper knowledge of other stakeholders and their capacities, clearer understanding of the power and usefulness of linkages between systems, an increased commitment to find ways of working together, and proceeding with these methods.

The following tables provide these descriptions in respondents' own words.

Enhancement of System and Community Coordination OUTCOMES	Enhancement of System and Community Coordination IMPACTS
<p><u>Used information to take system related action</u></p> <p>-“My participation made me realize how intertwined the issue of violence against women and immigration is. It was a valuable experience which has given me the incentive to pursue the matter further with Immigration.”</p> <p>-“My participation underscored (for my workplace) the prominence and importance of a focussed and continued attack of domestic violence matters.”</p> <p>-“ I found the material on civil orders and procedures very useful in supplementing existing training material in my workplace.”</p> <p>-“The issues raised related to system responses to violence against women enabled me to contribute more knowledgeably to other project work on safety planning and risk assessment for victims.”</p> <p>-“One project participant designed and started to use a specific statistical form to track numbers related to a particular kind of referral made by a system.”</p> <p>-“I have a similar mandate to this project regarding safety of women but in a different system - we run parallel. There is no money to connect my area of work to the project’s area of</p>	<p>-“As a result we have had a meeting with key officials to consider strategies to address issues of immigrant women who are victims of violence.”</p> <p>-“This in turn supported a reallocation of resources to some specific (domestic violence) related activities at (workplace) and with justice related colleagues.”</p> <p>-“Experts describe this kind of an outcome as key in helping to drive systems in the direction of better safety for women.”</p> <p>-“Because of these regular informal discussions with the project, when a woman was murdered in (x) facility in my area we were able to connect with CCWS around how that facility could</p>

<p>coordination - we are the hardest player to get to the table! So, receiving the information and having regular but informal discussions helped articulate this as a problem."</p> <p>- "The local police officer who is often involved with violence against women issues was able to sit in on the regional teleconference, then made a presentation at our local VAWIR. The officer then met with the police-based victim services person and Crown."</p> <p>- "The discussion we had at the CCWS table informed me, so in my systems work with (criminal justice staff) I tell them they can get support from our workers to contact the women regarding offender status."</p> <p>- "I relied heavily on material produced by CCWS to speak about proposed policy changes with colleagues and in the media."</p> <p>- "Used some materials to address the process in updating women involved in (these) files as to ongoing progress and status of the offender. Once the file goes to various levels of process, updating of victim can fail."</p> <p><u>Informed people's work within systems</u></p> <p>- "The project provides a forum to raise and address issues that otherwise might not get the level of analysis needed by cross-systems people, for example, peace bonds and restraining orders."</p> <p>"Although there were no policy</p>	<p>receive training that has a coordination component. This would be called development of new practice."</p> <p>- "As a result we have a working protocol in place now."</p> <p>- "We are maintaining relationships with these criminal justice staff."</p> <p>- "CCWS is a wonderful springboard for working for positive change or fighting against negative change."</p> <p>-</p> <p>"Discussing other options of updating responsibility has improved some areas of this ongoing problem."</p> <p>- "I am more informed and aware as a</p>
--	---

<p>changes within my current organization, the Working Group provided a wealth of knowledge and contacts for future reference.”</p> <p>-“I was able to dovetail much of what we discussed when I was asked to review some specific procedures in my organization. I was up to speed on the issues because of the CCWS project.”</p> <p>-“As a result of Working Group discussion, one participant advised us they designed and implemented a form (for use in their system) to track a particular kind of referral made to them by the Criminal Justice System.”</p>	<p>result of being part of the group.”</p> <p>-“So I did a better job at responding to questions about these issues from colleagues and others.”</p> <p>-“The statistics being gathered will assist the work of this system - and others, in creating better safety for women.”</p>
--	---

E. Working with Women Who Are Particularly Discriminated Against

From the project's start, the CCWS Project staff connected and built relationships with key agencies and individuals working with particularly discriminated against women. Staff approached this work by asking, "How can we work together? How can the CCWS Project support your work?" Through careful consultation and collaboration, the CCWS Project staff developed a number of strategies, including:

- Working Group members included representatives from organizations working with women with disabilities and Aboriginal and immigrant women.
- Honoraria were provided to Working Group members from these organizations to facilitate their involvement in Working Group meetings.
- Aboriginal and immigrant women and women with disabilities participated in and helped shape the Community Leadership Training and the provincial forum.
- Material on diversity issues was written and presented by staff in consultation with women from the communities. For example, skills-based training on how to encourage diversity at the local level was provided to community coordination initiatives.
- The Regional Coordinators collaborated with a Working Group Member to organize a focus group with immigrant women of colour working in the anti-violence field, held in October 2003. The findings will be used to make recommendations for future work that will address partnerships between multicultural organizations, women-serving advocates and various system responders.
- The Regional Coordinators collaborated with a Working Group Member to organize a focus group with women with disabilities, held in September 2003. This group generated valuable discussion that will assist the CCWS project in developing resources for coordination initiatives to increase participation in local coordination by people with disabilities. Focus group participants had an opportunity to learn more about the CCWS Project and discuss issues related to coordination and violence against women with disabilities.
- If the CCWS project is successful in obtaining ongoing funding, it plans to develop formal strategic partnerships with the following organizations: Pacific Association of First Nations Women, BC Women's Hospital's

Aboriginal Women's Health Program, Pacific Disabled Women's Network (DAWN) and the Multilingual Orientation Service Association for Immigrant Communities (MOSAIC). These partnerships will involve the contracting of agency staff to work with the CCWS Project, developing specific resources and practical tools, undertaking travel to specific Aboriginal communities, adapting and co-presenting the Community Leadership Program curriculum to focus on the needs of women who face particular discrimination, and ensuring that solutions management work is informed by the direct experiences of Aboriginal women, women with disabilities and immigrant and refugee women.

The instant willingness of these potential strategic partners to work with the CCWS program can be seen as a clear indication of the project's reputation for caring about and addressing issues of discrimination.

F. Resource Development and Distribution

Throughout the 2.5 years of the CCWS Project, reports, communication materials and coordination-related tools were produced and distributed by all staff members. The Issues Analyst produced the majority of the reports, as well as some training materials; the Regional Coordinators created tools and templates for community development, training materials, and some reports; the Administrative Coordinator produced quarterly news bulletins, minutes of project meetings and reports to funders. For the most part, all staff contributed knowledge and expertise to the creation of all documents, with one or two staff taking the lead on each one. Documents were distributed via email, fax and mail, and most were posted on the project's website, www.endingviolence.org.

The CCWS project also supported coordination initiatives across the province by researching, obtaining, and circulating legislation and reports and other pertinent documents from government, systems and community agencies.

The Issues Analyst shared project information and analysis through the media. The Issues Analyst and Working Group members were guests on several CBC television and radio programs and consulted with authors of articles appearing in *Monday Magazine*, the *Georgia Straight* and the *Vancouver Sun*, on issues related to violence, safety and coordination.

Technology planning was an important part of resource development and distribution. This included:

- Website development and maintenance
- Development of electronic templates of coordination tools
- Development of project information tracking systems
- Liaison with the provincial Victim Services Division to obtain electronic copies of their documents for the CCWS project web site
- Technology research
- Technology support to staff
- Creation of an online discussion forum for those interested or involved in coordination initiatives across BC

Outcomes and Impacts related to Resource Development and Distribution

During the final evaluation of the CCWS project, the evaluator asked people throughout BC to describe how their involvement in the project was specifically used to change or enhance policies and practices, methods of coordination or ways of providing support to women.

The evaluation found that the resource development and distribution worked exceedingly well to animate, inform, educate and encourage those receiving them. The results reported by evaluation informants are that coordination initiatives and systems people are using and sharing up-to-date tools and resource materials to further the work of coordination in their communities of influence.

The following tables provide these descriptions in respondents' own words.

Resource Development and Distribution OUTCOMES	Resource Development and Distribution IMPACTS
<p><u>Materials available were used</u></p> <p>-“Many changes have occurred in the past two years and it is almost a full time task to research, read and comprehend changes to policy. Having new materials made available via e-mail and the net, and the opportunity to discuss the impact either by phone or in person provides valuable insight into the justice system.”</p> <p>-“Staff’s savvy at being able to find and send useful pieces of information and research is most appreciated and helpful in my work.”</p> <p>-“I believe my community and my work has benefited from access to the web site, materials and the expertise of the women involved.”</p> <p>-“The bulletins and information packages sent out are very useful - I appreciate all the information I get.”</p> <p>-“The analysis, information and Backgrounders were very useful in assisting with informing discussions at our community coordination table about the pro-charge approach.”</p> <p>-“We were able to use the information to assist in formulation of a project to give workshops to women leaving abusive relationships.”</p>	<p>-“I would feel a sense of loss of these resources were not available.”</p> <p>-“I did an interview with the newspaper, a radio interview and call-in show with the manager of the local Transition House.”</p>
<p><u>Materials available were used</u></p> <p>-“Thank-you so much for the press release and Backgrounder on Crown</p>	<p>-“We just drafted an open letter that will go to the media next week and to</p>

<p>policy changes - it was very good, and very helpful."</p> <p>- "In a general sense, the project has provided me with a greater awareness of the issues."</p> <p>- "The online materials have been critical to the success of our committee."</p> <p>- "The templates (online) which we now use make the work so easy - why re-invent the wheel?"</p> <p>- "The information provided was shared at our community based VAWIR committee and at our agency-based violence intervention team meetings."</p> <p>- "I already have access to much of the information, so the information was validation of facts I already had."</p> <p>- "The information provided was helpful re women's work, especially in rural and isolated communities."</p> <p>- "Within this (project) talent bank are the essential ingredients for keeping violence against women the important topic it is- those essential ingredients are staff and materials that are up to date, skilled and wise."</p>	<p>various government ministers."</p> <p>- "This informs my own work, its priorities (for funding) and relationships with organizations addressing violence against women."</p> <p>- "We will be able to measure our objectives next year in making positive change for women's safety."</p> <p>- "When everyone looked at the mission statement they said - '<i>Oh yes, we can do this.</i>' It makes the work manageable - easier."</p> <p>- "These, and the regional teleconference calls, were useful in helping us to stay informed."</p> <p>- "I did pass on the information though, as it is refreshing to hear facts from someone new."</p> <p>- "I have been able to implement this information into the support groups that I facilitate."</p> <p>- "This helps to keep violence against women on the community health and safety agenda for individuals, leaders of non-government organizations and politicians."</p>
--	---

G. Challenges to Community Coordination for Women's Safety

Local Coordination

Throughout the project, staff encountered various challenges, as is to be expected in this area of work. These challenges confirmed the importance of consistent support and encouragement for coordination initiatives at the local level. These challenges to local coordination are noted here to remind readers that the very idea of getting different community-based organizations and systems to work together toward common goals is still a radical notion, requiring hard work, support, commitment and acknowledgement of the inherent difficulty in the work. Challenges we found in communities across the province included:

- Some systems-based workers' resistance to acknowledging that violence in relationships is gender-based and rooted in societal power imbalances.
- Some community-based workers' fears that there is no way to work with systems without giving up their core beliefs.
- The need in some communities for basic relationship building between potential players and stakeholders in order for the community to even consider coordination. This affirms the important and time-consuming role of relationship building as a precursor to effective coordination—time that over-worked and under-funded community and systems people are often challenged to find.
- The high level of turnover in government agencies' staff in northern and isolated communities.
- Community workers' lack of faith in the effectiveness of coordination, as a result of negative experiences with systems workers.
- Systems workers' lack of faith in the effectiveness of coordination, as a result of negative experiences with community workers.
- Resistance by some to discussing possible gaps in their system's response due to internal and external pressures.

Provincial Government Program and Policy Changes

The BC government's introduction of extensive program and policy changes in early 2002 led the CCWS project to make some shifts in focus and activity. These shifts were considered necessary due to the understandable pre-occupation of community and project participants with new funding and policy realities, as well as the overall impact of the impending changes on women's safety and coordination throughout the province.

A more pro-active outreach to community groups was required of the Regional Coordinators due to the impact of service and program cuts to communities.

- Regional Coordinators used pro-active outreach strategies to reach out to communities struggling with the impact of the cuts and strove to provide resources and supports without adding to service providers' workloads
- Regional Coordinators provided regular telephone and e-mail contact in addition to the trips made to communities for meetings, workshops and trainings.

Interestingly, during the time of the project, despite the serious impact of the cuts and changes, many frontline workers and systems personnel continued to participate in coordination, and many new coordination initiatives were started. This can be seen as evidence of the efficiency and effectiveness of coordinated strategies.

The project reprioritized strategic work due to changes in the Criminal Justice Branch Spousal Assault Policy

In the spring of 2002, some seven months after the CCWS project start-up, unexpected and significant changes to the Crown charging policy in cases of violence against women in relationships were introduced. Because of the impact of these changes on community coordination and women's safety, the Issues Analyst led the process of analyzing the proposed policy changes from those perspectives. Specifically, the CCWS Project staff and the Working Group focussed on:

- Informing the coordination field about the proposed policy change
- Providing the coordination field with relevant analysis and research about the proposed policy change
- Providing the Ministry involved with thorough academic, system, and community based analysis of the potentially damaging effects of such a policy change on women's safety, and the effects of the proposed policy change on the delivery of other services related to women's safety, including police, legal aid, and corrections
- Researching ways that systems and communities could reduce the impact of the loss of a pro-charging policy on the safety of battered women

- Assisting a wide range of sectors to work with the new policy and become aware of alternative mechanisms to use in helping keep women somewhat safe

Evaluation informants also described the importance of the timely “psychological” support provided by CCWS project staff following the announcements of cuts and policy changes. The CCWS project support provided through individual discussions, meetings, and perhaps most often through the cross-regional teleconference calls left workers feeling “less alone, more validated, informed and able to take some action.”

Challenges within the CCWS Project

As this report shows, the CCWS Project team worked extremely effectively to respond to a wide range of issues. One significant challenge we faced was the lack of racial and cultural diversity on the team. As we mentioned earlier, the initial makeup of the CCWS Project staff provided for a wide diversity of perspectives, including those of rural women, women of colour, immigrant women and lesbians. When one of the Regional Coordinators decided to leave her position to return to her former job, we unfortunately lost the important perspective of an immigrant woman of colour. After this Coordinator decided to leave her position, the project learned that we would not be receiving as much funding as we had anticipated, and we were unable to refill the position. As a result, we relied on the Working Group more than we had anticipated to provide an immigrant women of colour “lens” for our work. This is a gap that the CCWS Project will need to address if the project continues.

3. In Summary

The CCWS Project has made a significant impact on the safety of women and their children across BC who have experienced violence, particularly rural and isolated women. The project has also worked to address the needs of women who experience particular discrimination, including, but not limited to, rural women, Aboriginal women, women of colour, immigrant women, women with disabilities, older women, lesbians, transgender women and low income women.

Community Development

Over the past two and a half years, the project has built and strengthened the network of violence against women coordination initiatives across the province. These initiatives involve representatives from the justice system, victim services and other service providers, all working in the area of assisting women who have experienced violence.

Led by two Regional Coordinators based in rural communities, CCWS assisted local communities and regions to develop skills, knowledge, competencies and resources, thereby strengthening the capacity within the province of BC to provide an effective coordinated response to violence against women. We also responded to inquires from communities wanting to form committees or develop alternative coordination strategies and assisted with strategic development of these initiatives.

The Regional Coordinators developed and maintained strong links with leaders in the field of violence against women coordination, creating a dynamic group of Project Advisors (see page 2 for a complete list of advisors).

The CCWS Project developed coordination strategies to meet the unique needs of rural and isolated communities, including the development of new coordination models and approaches and the implementation of strategies for long-term sustainability of local and regional coordination efforts. The legacy of this work will endure long after the project's completion.

The project placed a great deal of emphasis on developing strategies to address and remove systemic barriers within the criminal and civil justice systems that limit marginalized women's access to the justice system, legal advocacy and support. The project also explored strategies to address and remove systemic barriers impacting marginalized women's participation in coordination initiatives.

Issues Analysis

Led by the Issues Analyst, the CCWS Project conducted research and consultations, gathered materials and prepared analysis documents on critical issues related to violence against women and the coordination of systems and communities. These issues were identified by the project through the community development work and through consultation with key players in systems and community agencies. The issues analysis enabled community and systems players, at a local and provincial level, to address current and emerging issues in an informed manner.

Training

CCWS developed curriculum for the training of community advocates that focussed on improving the effectiveness of local coordination initiatives, including topics identified by the regions.

Trainings included: workshops with local coordination initiatives, regional trainings with a number of initiatives from a particular area, presentations at conferences, two sessions of the Community Leadership Training for leaders of initiatives, and a Provincial Forum on Coordination.

Resource Development

The CCWS Project developed essential resources for coordination initiatives. These included detailed analysis and reports, as well as sample protocols, templates, tools and exercises, which provided initiatives with innovative and practical means for moving forward with their work. These were widely distributed and also posted to the CCWS website. The project also facilitated the sharing of documents among initiatives to reduce duplication of effort.

The project also distributed copies of key legislation and policy documents that coordination initiatives relied on in order to respond effectively to violence against women. The project released regular news bulletins and issues updates to keep coordination initiatives informed and up-to-date.

The CCWS Project relied on an extensive database of coordination-related contacts to distribute these resources. This database is another enduring legacy of the project, containing key contacts in the field.

Accountability and Evaluation

The CCWS Project prioritized accountability to the community, in order to ensure that our work responded to the needs identified by systems and community and did not duplicate efforts. The project's work was guided by the

input of local coordination initiatives, other provincial level organizations and leaders in the field who acted as Project Advisors and members of the Working Group. The project's Working Group (see Appendix for a full list of members) included representatives from community, systems, government and the private bar. The Working Group not only informed the work of the project but also provided a forum for addressing issues facing coordination initiatives across the province—these issues were gathered by the project staff through community development work and issues analysis. At Working Group meetings, high level government and systems representatives and members of the community and legal profession shared information and problem-solved in order to effect change at a provincial level.

Throughout the project, an independent evaluation consultant provided feedback on all of the project's work, enabling us to adapt and improve our strategies as the work progressed.

All of these strategies ensured that the CCWS Project's work was grounded in, and responded to, the needs of those working in the field to end violence against women. Not only did the project conduct important work throughout its two and a half years, but it created a strong base for ongoing violence against women coordination work.

Building on the experience of the last 2.5 years, in consultation with potential strategic partners, the CCWS project has designed a cost-effective model for coordination on violence against women. This model, if implemented, would provide much needed assistance to local coordination committees and interdisciplinary analysis at the provincial level.

The CCWS Project was approached by MCAWS in the fall of 2003, as the Ministry was very interested in providing core funding to the project to continue as a program. The Minister at the time, as well as Ministry staff, were impressed by the work of the project in its pilot phase, and saw the need for this work to continue. The CCWS Project was asked to submit a comprehensive business plan, which we did. We are currently (February 2004) waiting for a final decision on funding from the Minister.

Appendix

Project Team Bios

Regional Coordinators

Morgen Baldwin has worked for the past 11 years in a variety of capacities to support women who have experienced violence. This has included shelter outreach and specialized victim assistance work, community strategic planning, school based prevention workshops, training for system and community agencies, coordination committee work and event planning. She received her BA from Simon Fraser University in 1990 and is working on her MA in Gender Studies at the University of Northern BC, researching no contact orders and violence against women in relationships.

Gail Edinger has nearly 20 years experience working in the feminist anti-violence movement in BC in community development and coordination, counselling and advocacy, and training. Gail has consulted extensively with systems and community groups on policy development and implementation in efforts to create a safety response for assaulted women. She is a former member of the BC Review Board, which determines the custody dispositions for mentally disordered accused, and is currently an independent consultant living in the Cariboo.

Pam Sidhu (employed by the CCWS Project October 2001-February 2002) For the past 9 years Pam has worked at Surrey Delta Immigrant Services Society as a counsellor, advocate and facilitator for immigrant women who are victims of violence. She has various involvements in committees, which include the Surrey White Rock Coordinated Response Committee to Violence Against Women, where she focused on the DVERS (Domestic Violence Emergency Response System) and Justice subcommittees. She has also participated on the Parent and Children Together (PACT) advisory committee. Pam is also a trained facilitator for the Child Abuse Prevention and Neglect Program, and has facilitated psycho-educational workshops for community agencies, institutes and organizations related to violence against women and parenting. She has also worked with the Justice Institute in developing training videos for frontline workers. Pam is also currently working with Delta Youth Services as a facilitator for the South-Asian Empowerment Program. This program enables caregivers to come together and discuss issues and concerns related to parenting and challenges they may encounter adjusting to living in a new culture. In addition she is also a board member of the South Surrey White Rock Women's Place.

Administrative Coordinator

Sarah Leavitt has ten years of experience in the anti-violence movement, both as a support worker and as an educator. Several years ago, Sarah started working as an independent consultant, delivering workshops on violence in relationships as well as providing writing and editing services for a range of agencies, including agencies that work with survivors of abuse. She brings her expertise in the areas of violence against women, project management/administration and communications together in her position as Administrative Coordinator.

Issues Analyst

Gisela Ruebsaat, LL.B., has worked on justice system policy issues at the federal, provincial and community levels for 20 years. After preparing a major review of the 1983 rape law reforms for the federal Department of Justice, she went on to work in policy and communications for the Ontario Ministries of Attorney General and Citizenship and Culture. Gisela is now an independent consultant whose projects include: drafting of the BC government's paper on violence against women for the Federal/Provincial/Territorial Working Group of Attorney Generals Officials on Gender Equality in the Justice System; development of the BC Ministry of Public Safety and Solicitor General and Ministry of Attorney General Sexual Assault Policy; and development and delivery of training on confidentiality and ethics for Transition House and Sexual/Woman Assault Centre staff.

Executive Director, BCASVACP (Managing Partner)

Tracy Porteous is a long time advocate for justice and social programs for women who experience violence. She has worked in the anti-violence field for over 20 years, as a counsellor, trainer, curriculum and resource developer, program policy maker, administrator, fund-raiser and advocate. As the Executive Director for the BCASVACP, Tracy works closely with front line anti violence workers and program administrators from across BC as well as with other provincial organization staff and policy and program analysts in many levels of government. The focus of her work is providing support to those on the front lines and on the development of programs, policies and legislation in the area of violence against women and others. Tracy is known for her numerous creative and innovative projects, many of which have created important social change, provincially, nationally and internationally.

The BCASVACP is a registered non-profit, community-based provincial organization that represents 150 programs across BC that specifically provide services in the areas of sexual assault, child abuse and violence against women

in relationships. The BCASVACP works to address the needs of Community-Based Victim Assistance programs, Sexual Assault Centres and Stopping the Violence Counselling programs and other similar programs in BC. The Association provides support, referrals, training, education, resource development, research and policy analysis and information exchange forums for front-line workers and administrators working in these programs. The Association also acts as a bridge from the field to government and assists government in the development of public policy, programs and legislation.

Evaluator

Diana Ellis works as an independent consultant on participatory evaluation, action research and planning. She has done this work with community groups and agencies throughout BC for the past 25 years, specializing in social justice, family and women's issues. Her practice is particularly grounded in the nine years she spent with the Women's Research Centre, learning about, working from, and speaking about, the experience of community women in the areas of economic development, organizing, and violence against women/children. She has written several manuals on participatory evaluation and action research and strives to speak and write in ways that de-mystify issues and processes.

Working Group Bios

Corporal Robin Bridge has 15 years of service in the RCMP. She worked on general detachment policing in Manitoba for seven and a half long, cold years prior to being transferred to British Columbia. She was then posted to Burnaby Detachment where she worked for one year on general duty, three years in Neighbourhood Liaison and two and a half years as a school liaison officer. She was recently promoted into the Operations Policy Unit.

Deputy Chief Constable Mike Chadwick joined the Saanich Police Department in June 1975, after obtaining his Diploma in Criminal Justice at Camosun College. Most of his career has been served in the Uniform Division on a Patrol Platoon, working at all rank levels, and in School Liaison. As a Sergeant assigned to the Detective Division he worked several high profile cases and served on several Task Forces while in the General Investigation Section. Additionally, he was the NCO in charge of the Street Crimes Unit, predominantly dealing with drug enforcement. In 1996, he was promoted to the rank of Inspector, and placed in charge of the Uniform Division, responsible for all primary response sections, including Traffic, Canine, Bike Squad, Crime Prevention, and School Liaison. Upon his promotion to the rank of Deputy Chief Constable in 2001 he assumed command of all operational aspects of the Department. He is currently enrolled at the University of Victoria in the School of Public Administration, in the Diploma Program.

Jane Coombe is a Policy and Program Analyst with the Victim Services Division, Ministry of Solicitor General and Public Safety, specializing in the area of violence against women in relationships. She has worked on this issue for the past 12 years, helping to develop the Ministry's Violence Against Women in Relationships Policy, managing the Violence Against Women In Relationships community coordination program, and taking the lead on initiatives to respond to criminal harassment. Most recently, Jane has managed the development of the province-wide VictimLink 24-hour confidential phone line and the new risk assessment for victim safety strategy. Jane has also worked in the Ministry of Women's Equality, helping to establish and manage the Stopping the Violence Against Women Program. Jane has written and spoken extensively about the above topics, both nationally and internationally. In 1998, she was an invited speaker at a South African Development Community Conference on the Prevention of Violence Against Women, in Durban, South Africa. She has a Master's Degree from York University in Toronto and a BSc and Diploma in Education from Newcastle University, England.

Pat Ekland, a long-time visitor to Coast Salish Territory, is of Sioux/Cree/Welsh heritage and a mother of four. Pat's credentials include a BA (U of S, Psychology), a BLS (U of A) and an MPA (U Vic). Pat has worked extensively in

the academic, public and Aboriginal sectors, including a significant history at the University of Victoria and contributing as the Senior Policy Analyst at the BC Association of Aboriginal Friendship Centres. Pat adheres to the principles of learning, teaching and sharing, and has a special interest in Aboriginal governance, governance structures, public policy, and social services programs. Pat is currently engaged in Aboriginal advising and facilitation.

Sheryl Jackson is a Program/Policy Analyst in the Stopping The Violence Branch, Women's Services and Child Care Department, Ministry of Community, Aboriginal and Women's Services. Before moving to government work with the Ministry of Women's Equality in 1995, Sheryl worked for almost nine years with Cowichan WAVAW (Women Against Violence Against Women) and Somenos Transition House in Duncan, both as a front-line worker and as agency administrator. Her roles with the STV Branch have included Manager of Counselling Services and Program/Policy Analyst working on violence against women issues. Sheryl also served as the Ministry of Women's Equality representative to the Ministry of Attorney General's VAWIR (Violence Against Women in Relationships) Policy Implementation Committee.

Ninu Kang, Director of Family Programs at MOSAIC, has worked in the anti-violence movement for the past 10 years. She has worked with immigrant women who have experienced abuse by providing counselling, support and advocacy. In the last seven years, she has worked with abusive men from the South Asian community by providing group treatment. Ninu has been a member of the Vancouver Coordination Committee and has been involved in various community development and policy change processes. She has provided training in the areas of men's treatment, cultural competency and racism. On the personal front, she has just taken up traditional Punjabi folk dancing.

Jim Kelly is the Executive Director of Alouette Addictions Services in Maple Ridge, BC, an outpatient counselling service for individuals and family members who are affected by substance misuse. Jim is the current chair of the Association of Counsellors of Abusive Men and was a co-facilitator for four years of the men's program that was offered in Langley through Langley Family Services. He is now a facilitator for the Relationship Violence Treatment (RVT) program, the new program for men who have used violence in their relationship and are referred by their Probation Officers. Jim completed his Master of Arts degree in Leadership and Training in 2002 through Royal Roads University in Victoria.

Staff-Sergeant Richard Konarski joined the Royal Canadian Mounted Police in August 1977, and has worked in BC for the past 25 years. Richard's postings have included stops in Powell River, Port McNeill, Port Alberni, Mission, Maple Ridge, "E" Division Major Crime Section - Polygraph Unit, and most recently

Langley where he performs the role of Watch Commander. He has spent 11 years of his policing experience investigating serious crimes, the remainder in uniform patrol. Richard has been active in community initiatives dealing with domestic violence. Richard implemented a dedicated domestic violence investigator at Ridge-Meadows Detachment in 1998. He developed, and was a primary instructor on, the RCMP's Violence in Relationships Training Course. His Master's thesis, completed in 2002, was entitled: "Domestic Violence and the Criminal Justice System: An Empirical Study on the Response by Police and Prosecutors to Domestic Violence in Two Communities in British Columbia," and addressed means of enhancing the response to domestic violence by Criminal Justice personnel. Richard is in the process of working with Dr. Simon Verdun-Jones of SFU's Criminology Department to publish two articles stemming from his Master's thesis.

Vera Lagasse is Director, BC Region, National Crime Prevention Centre, Justice Canada. She has extensive experience at a national level, working in policy and funding programs related to women's health, family violence prevention and violence against women. She also worked as Manager of the National Clearinghouse on Family Violence, as Secretariat for the Federal/Provincial/Territorial Working Group on HIV/AIDS Prevention, and as Secretariat for the Youth Justice Committee of the National Crime Prevention Council. Vera is currently responsible for managing all of the funding programs supported by the National Crime Prevention Strategy for BC.

Kamaljit Lehal is a lawyer with her own practice in Delta. She has over 10 years of experience practising immigration law, as well as administrative and personal injury law. In the realm of immigration law she has represented women successfully on gender persecution grounds. She has been a Director on the OPTIONS board of Directors since 1996, a community service organization that operates local battered women's shelters. In addition, Kamaljit has been involved with the Indo-Canadian Women's Organization, in which she was involved in various committees. She is also an alternative chair for the BC Review Board. Aside from her work and social commitments, Kamaljit is busy raising three children.

Chief Superintendent Al Macintyre joined the RCMP in 1971, and the first six years of his service were spent in Saskatchewan. In 1978, he transferred to Drumheller, and served throughout Alberta, performing such duties as General Duty, General Investigations and Customs & Excise. In 1988, he was assigned to a tour of duty on the Calgary Olympic Committee, and later took over as the manager of the Edmonton Homicide Unit. In 1993, he was commissioned and served in Yellowknife, where he spent two years as part of the Giant Mine Task Force investigating the murders of nine miners. His next postings brought him to the lower mainland of British Columbia. He spent two years in Richmond

Detachment, as well as two years in Surrey Detachment. He later moved over to the Lower Mainland Investigation Team and worked on that initiative. C/Supt. Macintyre is currently the Deputy Criminal Operations Officer (Contract) for the Province of British Columbia, posted in 'E' Division Headquarters, Vancouver.

Joan Meister, BA (SFU), has been an active participant in her union, the left and the women's movement for all of her adult life. When she started using a wheelchair because of MS, she learned that the women's movement wasn't very accessible and neither was the left or the labour movement. She got involved with the disability community but discovered that it wasn't interested in women's issues. DAWN Canada: DisAbled Women's Network Canada was born and Joan became the first National Chair. Joan continues to be busy with DAWN and DAWN has been busy doing work in areas such as violence, parenting, employment, self-image, health, sexuality and technology. Joan is also the Co-Chair of the Board of the BC Centre of Excellence for Women's Health, the Chair of ORW: Opportunities through Rehabilitation and Work Society and the Chair of the Society for Disability Arts and Culture.

Forrest Nelson is a Family Law Staff Lawyer for Legal Aid which also involves managing the Victoria Regional Centre of the Legal Services Society. He was admitted to the Bar in 1977, and practiced in Dawson Creek, where he was part of the Coordination Committee from its inception in 1987 until he left Dawson Creek in 1993. He moved to Campbell River, where he worked as a Family Law Staff Lawyer and participated in the Coordination Response committee until 2002. Forrest currently participates in the Victoria Community Coordination Committee. His experience includes considerable time on Circuit Courts in the North (Atlin, Dease Lake, Cassiar [remember that asbestos mine], Lower Post, Fort Nelson) and work with a number of Métis and First Nations communities. On a personal note, Forrest is 56 and he and his wife Carol Hamill have been together since 1973. They have two grown daughters. Carol works as a librarian and also does freelance book indexing.

Staff-Sergeant Doug Oakley of the Saanich Police Department has been a police officer for 32 years. For the first five years, Doug was with the RCMP. During the past 27 years with the Saanich Police he has served in Patrol as a Constable, Road Sergeant and Watch Commander, Youth Investigations that included child abuse investigations, Coordinated Law Enforcement Unit which was a joint forces unit responsible for investigations of organized crime, Detective Division as an investigator and a supervisor. His present position is Community Liaison, which supervises Canine Section, Bike Squad, Crime Prevention, School Liaison, Reserve Police and liaison responsibilities with community groups. Doug is happily married with five children, three kids still living at home; and he is a grandfather twice.

Anita Pascoe, Provincial Program Coordinator of Our Women: Our Strength Program, Pacific Association of First Nations Women (PAFNW), is Secwepemc (Shuswap) and Cree. She is originally from the BC Interior and currently lives in Qualicum. Anita has an Associate of Arts Degree in Sociology and a Minor in Psychology, and a Master of Arts Degree in Indigenous Governance. She has been working in justice and family violence issues for as long as she can remember, and her passion lies in protecting First Nations women, children and communities through education and community empowerment.

Kirsten Peters is a Probation Officer with the Community Corrections Division, Corrections Branch, Ministry of Public Safety and Solicitor General. She has supervised a generic caseload of adult offenders in various Vancouver Island communities, including Duncan, Victoria and Western Communities. More recently, Kirsten has been seconded to the position of Community Corrections Policy and Program Analyst at Corrections Headquarters in Victoria. Prior to her term with the Corrections Branch, Kirsten worked directly with victims involved in the criminal justice system through employment with Crown Counsel Victim/Witness Services in Duncan. Her education background includes a Bachelor of Arts in Criminology from Simon Fraser University and a Bachelor of Social Work from the University of Victoria.

Shelley Rivkin is the Director of the Centre for Leadership and Community Learning at the Justice Institute. She has over 20 years experience designing and developing curricula and educational materials as well as coordinating a wide range of training events and activities in the areas of violence against women and child abuse. She has developed a number of curricula for women's serving organizations including the BC Yukon Society of Transition Houses and the BC Association of Specialized Victim Services and Counselling Programs. Most recently she has worked with the Women/Trans Dialogue committee to develop curriculum and information materials on issues related to transgendered people who have experienced violence.

Diane Turner is a lawyer practicing at Kelliher and Turner in the area of personal injury law, assisting those who have been sexually assaulted or injured in motor vehicle accidents. She also does some criminal work, particularly assisting women in violent relationships who have come into conflict with the law. She was called to the British Columbia Bar in 1984 and obtained an LL.M at King's College in London in 1986. In 1986 she commenced work as Crown Counsel in Vancouver and from 1990 to 1996 provided policy and legal advice at the Criminal Justice Branch of the Ministry of Attorney. Her areas of responsibility included violence against women, prostitution, sexual assault, elder abuse, hate literature, bilingual trials, professionals charged with criminal offences, child abduction, lotteries, gaming and employment equity.

Diane served on the BC Task Force on Family Violence and as Chair of the committee that developed the 1993 Attorney General Policy on Violence Against Women in Relationships. She presently sits on the Law Society Discipline Committee, as well as the Canadian Bar Association Judicial Advisory Committee.

Former Working Group Members

Sergeant Doug Pack joined the RCMP in 1985. After basic training, he was posted to Powell River Detachment where he spent six years in general duty policing and six months as the Community Policing/Victim Services Coordinator. In 1994, he was transferred to the Vancouver Major Crime Section where he was assigned to the Native Indian Residential Schools Task Force. In 1995, Doug was promoted to Corporal and transferred to New Hazelton Detachment, where he was a major case investigator and responsible for the supervision of other investigators. This detachment handled over 300 Violence in Relationships investigations annually. In 1998, Doug transferred to Victoria to become the Ministerial Liaison Coordinator, attached to the Criminal Operations Policy Unit. In 1999, he was promoted to Sergeant and put in charge of the unit. Doug is the Division's point person on issues relating to Violence in Relationships. He lectures on the subject at "E" Division's VIR Training, the Police Supervisors' Course and the Detachment Commander's Course. He also maintains files relating to Search & Seizure, Hazardous Pursuits, Major Crime Investigations, Firearms, Prisoners and Mentally Disturbed Persons, Police Use of Force, & Tactical Operations. As a Unit Commander within "E" Division's Criminal Operations Branch, Doug supervises three Corporal level members, and one federal public servant.

Staff-Sergeant Nelson Patten, Community Liaison Office with the Saanich Police Department, has 32 years of Police experience with both the Saanich PD and RCMP. He is currently the Department Liaison with the local VAWIR committee and Greater Victoria Police Liaison for the DVERS alarm system. Nelson is responsible for the Departmental Domestic Assault review and policy and has conducted in-service training on Spousal Assault and Transition House. He has experience in Uniformed Patrol, Detective Office, Coordinated Law Enforcement unit, i/c Youth office/Child Abuse, i/c School Liaison, Crime Prevention, Reserve Constable Program, Bike Squad, & Canine. Nelson has attended numerous courses at the JIBC in relation to duties being performed. Nelson attended the Canadian Police College in Ottawa.

Virge Silveira is from the Lytton First Nation. She is currently the Coordinator of the Our Women: Our Strength Provincial Family Violence Prevention Program

with the Pacific Association of First Nations Women based in Vancouver, BC. Over the past ten years she has worked in a variety of community-based programs as a childcare worker, youth worker, and clinical therapist with Aboriginal children and families. She received her BA in Child and Youth Care from the University of Victoria and has completed an MSc in Marriage and Family Therapy from Loma Linda University in California.

Ruth Lea Taylor was called to the Bar of British Columbia in 1979 after a career in journalism. Since then, she has worked as a Human Rights officer and with transition houses in advising and assisting women who are in crisis. Her law practice clientele is primarily women with family law issues. She has been a member of the Vancouver Violence Against Women in Relationships Coordinating Committee and has presented papers to the Custody and Access joint hearings. Ruth has taught law for nine years to social work students at Malaspina College, Nanaimo. She does extensive public legal education presentations in the areas of Women and the Law, Violence Against Women and Human Rights.

Working Group Terms of Reference

Structure

1. The Community Coordination for Women's Safety Working Group is the primary advisory body of the Community Coordination for Women's Safety Project.
2. The Working Group is multidisciplinary including representatives from: the Ministry of Public Safety and Solicitor General Victim Services Division, the BC Association of Specialized Victim Assistance and Counselling Programs, the National Crime Prevention Centre, MOSAIC, R.C.M.P. E Division, the Justice Institute of BC, the Pacific Association of First Nations Women and members of the practicing Bar.
3. Members of the Working Group will operate in consultation with the Community Coordination for Women's Safety Project Team which includes:
 - Two Regional Coordinators based in Prince George and 100 Mile House
 - An Issues Analyst based in Victoria
 - A representatives from the BC Association of Specialized Victim Assistance and Counselling Programs, Managing Partner for the project
4. Members of the Working Group will also function in consultation with individual advisors who will be invited to participate in strategy sessions on specific issues.
5. Project Team members will be responsible for co-chairing the Working Group meetings.
6. In undertaking its tasks, the Working Group will be guided by the attached project goals and objectives.
7. The Group's work will also be informed by:
 - Relevant legislation and case law
 - Government policy, in particular, the Ministry of Attorney General Policy on Violence Against Women and Children and relevant operational policies

- Recommendations arising from the Moving Coordination Forward Forums cosponsored by the Ministry of Attorney General and the BC Association of Specialized Victim Assistance and Counselling Programs
- Existing research and materials prepared by project staff
- Input from communities as undertaken by project staff
- Information gathered from issues management and tracking processes
- Media presentations of relevant violence against women cases

Mandate

8. The Working Group will assist members of the Project Team by:
- Providing input, at meetings and on an individual basis, on particular issues that relate to their field of professional expertise
 - Reviewing issues and recommendations brought forward by members of the Project Team
 - Identifying local and provincial strategies to help enhance coordination and implementation of violence against women policies
 - Identifying individual advisors who may be in a position to act on issues and recommendations brought forward by Project Team and Working Group members
 - Inviting these advisors to participate in strategy sessions on specific issues and recommendations on an as-needed basis
 - Participating with the individual advisors in strategy sessions on issues which have been identified as needing a provincial level response

Liaison

9. Where appropriate, Working Group members who represent their organizations are responsible for informing their organizations on a periodic basis of the status of the Community Coordination for Women's Safety Project and any local or provincial initiatives undertaken as a result of the Project.

Where appropriate, Working Group members may be called upon to liaise with other related coordination initiatives within government and the community.