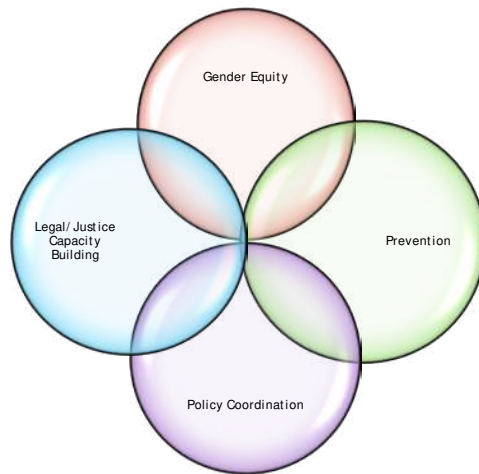


COMMUNITY PLANNING TO REDUCE VIOLENCE AGAINST WOMEN AND GIRLS IN RURAL COMMUNITIES AND SMALL URBAN CENTRES IN CANADA

Final Evaluation Report



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Status of Women
Canada

Condition féminine
Canada

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INTRODUCTION

Fort Saskatchewan Families First Society (**FSFFS**) is a non-profit organization incorporated in 1998. It is guided by a volunteer board and works in partnership with many agencies across the community to offer a variety of programs and services.

FSFFS's vision is "*Safe, Strong, Healthy Future Generations*" and their mission is "*Through improving the lives of our children, youth and families today we help create a resilient, healthy community for tomorrow*".

FSFFS's programs promote positive parenting and early childhood development as well as provide support to families experiencing violence. The Families First Family Violence Prevention Program reaches out to women, children, and seniors who are experiencing or fleeing from abusive circumstances. One to one support, as well as group support for this population is provided. FSFFS also offer parent education, programs for young children to learn and play, family support services, and information and referral to other programs and services.

In November of 2011 FSFFS, along with community partners City of Fort Saskatchewan Family and Community Support Services (FCSS) and Fort Saskatchewan Boys & Girls Club, answered the Status of Women Canada Call for Proposals for "Community Planning to Reduce Violence Against Women and Girls in Rural and Remote Communities and Small Urban Centers". In the proposal, the following analogy was used:

To borrow a well known fable, imagine there is a river, and on its banks a passerby notices that someone is in the river drowning. After rescuing the person in the river, the passerby notices another person in the river, and then another, and soon the river is full of people who need help, and so more rescuers are needed. Finally one of the rescuers decides to

walk upstream to see why the people are falling into the river in the first place. What he notices, is that there is a hole in the bridge leading across the river.

Right now, we are doing a good job of helping people to shore, helping them through the trauma of being helpless in the water, and connecting them with the supports they need to remain on shore; to stay dry we hope. The essential piece to the puzzle that we are missing, is that person who can go and find out why these women and children are falling into the water in the first place; someone who can go find and fix that hole in the bridge, so families stop falling.

"Practicing Prevention Upstream" (Raising the Village, Smyth & Dewar, p. 6)

They proposed hiring a "Bridge Mender" to work within existing community networks and create new ones as necessary in order to create a stable "bridge" for families to cross.

In March of 2012 the Fort Saskatchewan Families First Society received a 3 year Status of Women Canada project grant to reduce violence against women and girls in rural communities and small urban centres. Families First and their community partners committed to conducting a Gender Based Analysis (GBA) which would explore the root causes of violence against women and girls in their community, creating a collaborative community based plan to address the root causes, and implementing effective, evidence based, sustainable solutions to reducing violence as outlined in the community plan.

Building Bridges, an informal network of dedicated human services professionals, volunteers and elected officials from Fort Saskatchewan, agreed to serve as the project's Advisory Committee and partners in implementing identified strategies. The project was carried out over 3 years, March 2012 to March 2015. A Bridge Mender was hired.

This report will describe the project design, identify the project activities, indicators of success, evaluation findings and provide recommendations based on learnings.

Evaluation Framework

Purpose of Evaluation

The purpose of this evaluation is to examine the projects' success in achieving expected outcomes.

Key Evaluation Questions

Did the project activities achieve their desired outcomes?

What is the impact of this project on the community?

Evaluation Team

An outcome evaluation consultant was retained to provide guidance, support and feedback through the project, to assist in the development of the evaluation tools and write the final evaluation report. The Bridge Mender and project partners implemented the evaluative methodologies as part of the project activities throughout the project.

Evaluation Methods

A Developmental Program Evaluation design was used throughout the project. Initially, a Global Logic Model was developed based on the GBA recommendations and the Community Plan. The Logic Model identified project activities, outputs, expected outcomes, indicators of success and measurement tools related to the four strategic focus areas. However, new or different evaluation questions were identified throughout the project and measurement tools were added or adapted as needed. A Monitoring Tool (Appendix 1) was developed to be used during each set of activities to ensure outputs and expected outcomes were measured and learnings were captured.

Methodologies utilized within the project include:

- Bridge Menders Monitoring Tool
- Attendance records
- Surveys; pre and post event or post event
- Documentation of media coverage
- Photos
- Focus Groups
- Stakeholders debrief
- Documentation of participant comments during activity
- Documentation of volunteers commitment

PROJECT DESIGN

Collaborative Process

From the writing of the proposal to the implementation of all components of the project, collaboration was an overriding theme. The “Bridge Mender” who acted as a Project Coordinator and liaison between network members, ensured that partners’ efforts were leveraged and maximized. Having the broad view and being able to focus full time on the initiative allowed multiple activities to

be undertaken simultaneously, thereby achieving a sustained multi-level approach throughout the project, as desired.

Gender Based Analysis

The project began with a Gender Based Analysis (Appendix 2) which was undertaken to assist stakeholders in identifying both challenges in addressing domestic violence and the assets and opportunities available to be used to reduce domestic violence in the City of Fort Saskatchewan.

Key Findings:

- The community of Fort Saskatchewan reflects general findings within Alberta and across Canada. Domestic violence is on the rise and comes with significant costs to taxpayers and the community. Unlike other rural or isolated communities, Fort Saskatchewan has access to resources and services both locally and in neighbouring communities such as Sherwood Park and Edmonton. It also has a group of dedicated support staff, agencies and leaders who are committed to listening to the voices of those who are impacted directly by gender based violence and transforming interventions and attitudes in order to not only reduce – but end- domestic violence. This is their greatest resource and opportunity.
- Violence against women in society seriously affects the ability of women to achieve equality, and it continues to be a significant and persistent social and economic problem in Canada with serious impacts on our health, justice and social services system. Women in Canada are still far from enjoying equality in their society.
- Women's poverty and economic inequality restrict women's enjoyment of their civil and political rights. Some laws and rules respecting public housing also deny them of due process rights available to others.
- Organizations are not focused on violence against women, but rather on the needs of the surviving family members of women who have been killed or abused. Building capacity and knowledge of the legal and justice systems to understand domestic violence, trauma, and ensure a more sensitive and seamless approach to the rising incidences of violence in the municipality would have significant benefits.

- The underreporting of victimization, particularly of domestic violence, is a serious concern in Canada. Increased public awareness may encourage more family violence victims to approach formal services or the police.
- A myriad of studies have identified contextual factors related to housing, poverty and employment as key issues preventing victims of domestic violence from leaving or returning to their abusive partners. This was expressed on numerous occasions by both support services and women who have experienced domestic violence in Fort Saskatchewan.
- There is little doubt about the importance of training and education, building trusting relationships with cultural and other minority groups, and creating effective communication strategies and implementing new tools that are inclusive and embrace diversity. This also applies to the critical need for deeper, more meaningful engagement with men and boys in addressing key challenges related to today's perceptions of masculinity and culture.

The GBA process and resulting document acted as a springboard for collective and informed action.

Community Plan

Based on the findings and recommendations of the GBA a Community Plan (Appendix 3) to end domestic violence was written. An extensive consultation process took place with the following participants:

- Front line staff of 7 human service agencies
- Municipal elected officials
- Women experiencing/ experienced domestic violence
- Building Bridges community network of service providers
- Non-profit human service agency board members

Analysis of Fort Saskatchewan's existing services and supports along with the gaps and opportunities resulted in the identification of 4 strategic focus areas;



Specific activities, timelines, lead organizations and partner contributions were also identified. It was decided that Building Bridges, an informal network of dedicated human service professionals, volunteers and elected officials from Fort Saskatchewan, would be the basis of action and would serve as the Advisory Committee for the project. The Partners included: Fort Saskatchewan Families First Society, FCSS, City of Fort Saskatchewan, Boys and Girls Club of Fort Saskatchewan, Careers Under Construction, RCMP, Pioneer House, Multicultural Association, Probation (Solicitor General), Municipal Enforcement, Policing Committee, Alberta Heartland Primary Care, Child and Family Services, Community Justice & Restorative Justice.

The Network attendees represented many of the components of an effective community response to domestic violence. The commitment of these partners set the stage for a very successful project! The diagram below was created by the Building Bridges Network in November 2013.



PROJECT IMPLEMENTATION

Collaborative Community Development Approach

With the solid foundation of the Community Plan in hand, the Bridge Mender and the Evaluation Consultant created a Global Logic Model (Appendix 4). It identified specific activities, events, programs and services, outputs, expected outcomes, indicators of success and measurement tools related to each of the four strategic focus areas. The Logic Model was subsequently approved by Building Bridges, the Advisory Committee. The Logic Model became the Implementation Plan for the project.

Below see the Expected Outcomes, Indicators of Success and Results for each of the Strategic Focus Areas.

GENDER EQUITY; There is a greater level of gender awareness in the community.

Strategy: Recognizing that a series of activities would be needed to maintain a focus on gender and violence against women and girls, seven activities were planned. Take Back the Night, International Women's Day, National Day of Remembrance and Action on Violence Against Women, The Vagina Monologues, White ribbon Campaign, Call in Radio Show, and World Elder abuse Day. Each one was evaluated for its' effectiveness in contributing to the overall expected outcomes.



Take Back The Night
Expected Outcomes
<p>Increased level of gender awareness Increased commitment to gender equity Individuals who have been impacted by violence are involved as leaders of change</p>
Indicators of Success
<p>Number of free media coverage/media formats:</p> <ul style="list-style-type: none"> ✓ Well over 100 messages/ promotions; radio, posters, newspaper, twitter, Facebook posts. ✓ Local Mayor invited people to attend via her professional Facebook page. ✓ Free frequent radio announcements. ✓ Mix 107.9, a local radio station, conducted one interview as well as one hour of co-hosting, free of charge. <p>Increased number take an active role in leadership of the event:</p> <ul style="list-style-type: none"> ✓ Over the two annual events, the number of committee members increased from 7 to 11 and included survivors of domestic violence. ✓ The Mayor signed a proclamation at the opening of the event. ✓ A male attendee spontaneously invited men to join him and wear the White Ribbon, a symbol that indicates opposition to violence against women. Men, women and children joined him on the City Hall steps. The White Ribbon pledge was then said in unison by all. ✓ Donations were provided from 8 businesses/ community based organizations. ✓ Posters and signs were made by DAWN (<i>Discovery Affirmation Wellness and New Beginnings, a support group attended by individuals impacted by family violence</i>) group members, YAC (Youth Action Club) as well as other volunteers. ✓ The Rotary Club donated the rental of Legacy Park stage and band shell, as well as the insurance for the outdoor concert. ✓ The Fort Mall and/ or the Library provided free meeting space. ✓ Professional photographs were taken, and donated by a Professional Photographer. ✓ Local MLA donated the use of her tent. <p>Participants report that their voice was heard, opinions valued, learned:</p> <ul style="list-style-type: none"> ✓ Committee members reported: <ul style="list-style-type: none"> ▪ Know more about issues of violence against women and girls 10 yes, 1 no ▪ Believe this info is important for people to hear; 10 yes, 0 no ▪ More residents aware of issues of violence against women; 3 yes, 5 no, 2 don't know

- Take Back the Night was successful as a result of various stakeholder involvement; 1 agree, 6 strongly agree, 0 disagree
- My opinions were valued; 3 don't know, 5 agree

Increased number of residents attend events over time:

- ✓ 119 people joined TBTN (2013)
- ✓ 95 people joined TBTN, and more joined as the band started playing in the park. Bystanders were asking what TBTN was about, and expressed an interest in joining in. (2014)

Results

- The broad spectrum of support and leadership shown throughout the planning process and the event demonstrate a strong commitment by the community to end violence against women and girls.
- The average attendance of 100 people is a high level of community involvement for a population of 21,745.
- Individuals who have been personally impacted by family violence got involved.
- The White Ribbon Fort Saskatchewan Committee has made TBTN as one of their main goals to achieve each year, in partnership with the original committee. This demonstrates ongoing commitment to reducing violence against women and girls.

Meaningful Quotes

"The turnout was amazing for a first time rally. I've been to (or reported on) plenty in my time and this was a great turnout."

"Our daughter is at Dalhousie University in Halifax, and when she found out about this event, she told us we had to attend. We are glad we did."

"My granddaughter was abused as a child. Thank you for putting on this event."



International Women's Day
Expected outcomes
<p>Increased level of gender awareness Increased commitment to gender equity Individuals who have been impacted by violence are involved as leaders of change</p>
Indicators of Success
<p>Number of free media coverage/media formats:</p> <ul style="list-style-type: none"> ✓ Over 100 media messages; free frequent radio announcements, posters were hung in businesses/ agencies and placed in newsletters, free newspaper ads ✓ Radio interviews and co-hosting occurred to promote events. ✓ A Facebook page was created, shared and liked. <p>✓ Increased number of residents take an active role in leadership of the event:</p> <ul style="list-style-type: none"> ✓ 3 guest speakers were invited; 2 volunteered (2013). ✓ The Mayor invited people to attend the events through her professional Facebook page. ✓ Donations were provided from 15 community members or businesses ✓ Mayor signed a proclamation at the beginning of the event (2013). ✓ Over the two annual events the number of committee members went from 11 to 13. ✓ A partnership with the Shell Theatre was formed to collaborate on an IWD event with their show, Evalyn Parry's SPIN. <p>Increased number report that their voice was heard, opinions valued, learned:</p> <ul style="list-style-type: none"> ✓ Committee members reported; <ul style="list-style-type: none"> • They enjoyed committee participation; 8 strongly agree • They were an active participant; don't know 1, 7 yes • Their voice was heard; strongly agree 8 • Their opinions valued; strongly agree 8 • More knowledgeable about gender equity; yes 8, no 0 • More committed to gender equity; 4 yes, 4 already fully committed • Two co-chairs have been nominated, and are committed to working with other volunteers to make this event annual. The 2015 event was led by the new committee. <p>Increased number of residents attend events over time:</p> <ul style="list-style-type: none"> ✓ 81 people attended in 2013 ✓ Over 100 people attended Evalyn Parry's SPIN show in 2014.

- ✓ 2015 was an Awards Gala, 110 tickets sold at \$25 each, 42 people nominated

Results

- The broad spectrum of support and leadership shown throughout the planning process and the event demonstrate a strong commitment by the community to end violence against women and girls.
- The average attendance of 95 people is a high level of community involvement for a population of 21,745.
- Community members have already taken over this event and made it their own.
- Committee members/ leaders reported that they learned about gender equity and they are committed to gender equity.





December 6 – National Day of Remembrance and Action on Violence Against Women

Expected Outcomes

Increased level of gender awareness
 Increased commitment to gender equity
 Individuals who have been impacted by violence are involved as leaders of change

Indicators of Success

Number of free media coverage/media formats:

- ✓ Over 100 media messages; free frequent radio announcements, posters were hung in businesses/ agencies and placed in newsletters, free newspaper ads.

Increased number take an active role in planning the event:

- ✓ The Ministerial Association of Fort Saskatchewan-Josephburg joined the committee and committed to planning the event each year.
- ✓ 5 different Fathers, Reverends and Ministers delivered service for each year's vigil.
- ✓ Women from the DAWN group did readings at each year's vigil.
- ✓ White Ribbon Fort Saskatchewan attended the vigil (2014).

<ul style="list-style-type: none"> ✓ White Ribbon Fort Saskatchewan has made the Dec 6th Vigil one their goals to achieve each year, in partnership with the committee and the Ministerial Association of Fort Saskatchewan-Josephburg. <p>Increased number of residents attend events over time:</p> <ul style="list-style-type: none"> ✓ 21 people attended 2013 vigil. ✓ 32 people attended 2014 vigil.
Results
<ul style="list-style-type: none"> ✓ Individuals impacted by violence took an active part in the events, thereby acting as leaders change in their community. ✓ The broad spectrum of support and leadership shown throughout the planning process and the event demonstrate a strong commitment by the community to end violence against women and girls. ✓ Two community groups have identified this activity as an annual event they will provide leadership for; the Ministerial Association and the White Ribbon Campaign Committee.


The Vagina Monologues
Expected Outcomes
<p>Increased level of gender awareness</p> <p>Increased commitment to gender equity</p> <p>Individuals who have been impacted by violence are involved as leaders of change</p>
Indicators of Success
<p>Number of free media coverage/media formats:</p> <ul style="list-style-type: none"> ✓ Free radio announcements occurred frequently as well as radio interview to promote event. ✓ Free advertising in the local newspapers and newsletters to promote events. Posters were hung in various agencies/ businesses. <p>Increased number take an active role in planning the event:</p> <ul style="list-style-type: none"> ✓ A wife and husband from the community co-directed TVM ✓ A casting call was sent to the community, 17 women joined the cast. ✓ Brickhouse Graphix designed the poster for free; FCSS printed it at no charge. ✓ FCSS provided the rental of the room for the casting call for free. ✓ Professional photographer offered her services for free throughout event. ✓ Two stylists volunteered 8 hours each to prepare all the cast the day of the show. ✓ Local printing store donated the printing of the 300 programs. <p>Committee members report that their voice was heard, opinions valued, learned:</p> <ul style="list-style-type: none"> ✓ Debrief meeting was held with organizers/ cast after the event. <p>Comments follow:</p>

- “It was an amazing experience. I had so many friends and family there and my husband and daughter threw me an “Oscar Vagina Party” after. I was impacted greatly by the darkness of the violence against women and girls and I’ll forever try to be a voice and give a voice to all those I teach, reach and connect with”.
- “I didn’t realize how common this was in our own community.”
- “I personally was amazed by the volunteers that put this together, WOW!”.
- “Huge koodos to the FFSFS for the great and wonderful support and organization of the amazing event.”
- “I laughed and I cried and then, I connected to the stories and the people behind them. I want to do something”.
- I have 3 family members who were raped. Thank you for telling their story.”
- “Everyone in our family was moved beyond words and to tears about the story from a local woman. Heart breaking”.

Results

- Individuals impacted by violence took an active part in the events, thereby acting as leaders change in their community.
- The broad spectrum of support and leadership shown throughout the planning process and the event demonstrate a strong commitment by the community to end violence against women and girls.



White Ribbon Campaign (WRFS)	
Expected Outcomes	
<p>Increased level of gender awareness</p> <p>Increased commitment to gender equity</p> <p>Individuals who have been impacted by violence are involved as leaders of change</p>	
Indicators of Success	
<p>Increased number of residents take an active role in planning the event:</p> <ul style="list-style-type: none"> ✓ Started with 6 people. At the end of the project period, 19 active members were a part of WRFS, representing by a broad spectrum of the community; elected officials, community organizations, industry and business, as well as individuals. <p>Increased number of residents participate over time:</p> <ul style="list-style-type: none"> ✓ It is difficult to measure how many community members wore ribbons as there were so many distribution sites. 	
Results	
<p>➤ A White Ribbon Committee has been established and has created Terms of Reference with an intention of continuing this campaign annually.</p>	

Call-in Radio Show	
Expected Outcomes	
<p>Increased level of gender awareness</p> <p>Increased commitment to gender equity</p> <p>Individuals who have been impacted by violence are involved as leaders of change</p>	
Indicators of Success	
<p>Number of free media coverage/media formats:</p> <ul style="list-style-type: none"> ✓ Local radio co-hosted 1 hour every Friday of November 2013 with individuals from different agencies (<i>i.e.: Careers Under Construction, FCSS, RCMP, Victim Services, Families First Society</i>). <p>Increased number take an active role in planning/leading the event:</p> <ul style="list-style-type: none"> ✓ Each agency/ organization volunteered their time to speak on Domestic Violence during the 1-hour co-hosting session. <p>Increased number report that their voice was heard and opinions valued:</p> <ul style="list-style-type: none"> ✓ Radio staff enjoyed having agencies raise their awareness on the subject of domestic violence. ✓ Community members indicated that they had heard the radio segments. 	

Results
<ul style="list-style-type: none"> ➤ The media and community based agency support and leadership shown throughout the event demonstrate a strong commitment by the community to end violence against women and girls. ➤ There were very few callers to the show. The radio show host mentioned several times that he understood that the issue is personal and sensitive and people could call the agencies directly if they preferred. ➤ Radio personalities are more knowledgeable about gender equity and violence against women and girls and will therefore make more informed comments on air in the future.

World Elder Abuse Awareness Day March, Barbeque, Presentation
Expected Outcomes
<p>Increased level of gender awareness Increased commitment to gender equity Individuals who have been impacted by violence are involved as leaders of change</p>
Indicators of Success
<p>Number of free media coverage/media formats:</p> <ul style="list-style-type: none"> ✓ Building Bridges partners advertised posters in their perspective offices. ✓ Local storefronts advertised posters for free. ✓ Community members posted info on Facebook and Twitter accounts. <p>Increased number take an active role in planning the event:</p> <ul style="list-style-type: none"> ✓ 3 Building Bridges members organized and facilitated the event. ✓ 12 volunteers assisted. ✓ RCMP members and firefighters cooked for the event ✓ Seniors Lodge provided the space free. ✓ Donations from local businesses provided refreshments and food for the event. ✓ Mayor signed a proclamation. <p>Increased number of residents attend events over time:</p> <ul style="list-style-type: none"> ✓ Over 60 seniors and community members participated in the march, attended the barbeque and saw the presentation.
Results
<ul style="list-style-type: none"> ➤ The broad spectrum of support and leadership shown throughout the planning process and the event demonstrate a strong commitment by the community to end violence against elders, especially women. ➤ This event has become an annual event.

Overall Results Gender Equity

The variety of events and campaigns undertaken within the scope of this project to promote gender equity kept the conversation going within the City of Fort Saskatchewan. The involvement of such a broad range of community leaders and members in the planning of the events, and willingness to sustain them after the project ends, demonstrates the community commitment to reducing violence against women and girls. No less than 3 Proclamations made by the Mayor and the involvement of the Mayor and Council in activities indicates the political commitment to the issue. The local media took their role seriously and embraced the opportunity to be involved in educating residents and supporting positive messaging regarding gender equity. Community based human service agencies and community volunteers accepted roles and responsibilities of leadership. The City of Fort Saskatchewan, through all indications of community involvement during this project appears to be poised to sustain their efforts to reduce violence against women and girls and promote gender equity. Research has shown us that this breadth and depth of commitment is required to create a society free from fear as the quotes below attest.

Violence against women in society seriously affects the ability of women to achieve equity. It is not only the incidence of violence against women which limits women's lives, but the fear of violence which affects their daily existence, how they dress, where they go, with whom they associate, and their mode of transportation. Violence against women continues to be a significant and persistent social and economic problem in Canada with serious impacts on our health, justice and social services systems. (Federal-Provincial-Territorial Ministers Responsible for the Status of Women, 'Assessing Violence against Women: a Statistical Profile, 2002, p 2)

Though Canada has many laws and legal instruments pertaining to women's human rights, the reality is that women in Canada are still far from enjoying equality in their society. Current policies and practices, rather than advancing women, are in fact, ignoring women's entrenched disadvantage and maintaining a backward motion. Governments at provincial and federal levels have cut social programs and services, cut women's "good jobs", diminished social assistance benefits, and tightened eligibility rules for social assistance and unemployment insurance. (Canadian Feminist Alliance for International Action to the United Nations Committee on the Elimination of Discrimination Against Women on the Occasion of the Committee's Review of Canada's 5th Report, 'Canada's Failure to Act: Women's Inequality deepens', January 2003, p.20).

While statistics and analysis such as the reports quoted above are available for all Canadians to read the majority of Canadians fail to see this gender inequity in their everyday lifestyles and therefore are complacent.

There is a growing consensus that violence prevention is no longer the exclusive domain of specialists and professionals. Instead, prevention requires the efforts of entire communities, including policy makers, VAW (Violence Against Women) educators and practitioners, and social marketers. (Haskell, 2011).

PREVENTION; Develop and strengthen primary violence prevention initiatives

Strategy: workplace based education, engaging men and boys

Workplace Violence Prevention Program “Make it Our Business” 3 day train the trainer session										
Expected Outcomes										
Increased knowledge of bullying in the workplace and its impact Increased level of commitment to a violence free workplace Prevention of workplace violence										
Indicators of Success										
<ul style="list-style-type: none"> ✓ A collaborative approach was used in planning this training event. Two partner agencies helped plan and implement the event. ✓ 32 human service practitioners attended and were trained. ✓ A shared site was developed for all trainers to access documents. ✓ All participants gained knowledge. See pre and post survey results below: 										
	No Knowledge		Little Knowledge		Adequate Knowledge		Good Knowledge		Great Knowledge	
“Appropriate disclosure & confidentiality.”			3	2	5	1	16	14	4	12
			Pre	Post	Pre	Post	Pre	Post	Pre	Post
	1		2		3		4		5	
“How to communicate with employees effectively.”	Pre	Post	5		9	2	10	4	4	12
			Pre	Post	Pre	Post	Pre	Post	Pre	Post
	1		2		3		4		5	
“Security measures.”	Pre	Post	3		12	4	7	17	6	8
			Pre	Post	Pre	Post	Pre	Post	Pre	Post
	1		2		3		4		5	
“How to conduct a threat/ risk assessment.”	2		8		9	8	5	12	4	9
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
	1		2		3		4		5	
“The role of police, community experts/ services.”	Pre	Post	5	2	4	5	13	14	6	8
			Pre	Post	Pre	Post	Pre	Post	Pre	Post
	1		2		3		4		5	
“The role of unions.”	6		9	2	9	12	3	13	1	2
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
	1		2		3		4		5	

- ✓ *When asked what was the most important thing learned, 13 of the 22 comments mentioned the approach taught “SNCit” (see it, name it, check it), many indicated how practical and useful the tool is. The second most mentioned item learned was the importance of every organization having a workplace violence policy.*
- ✓ *When asked if they believed that their workplace would benefit from having a “violence in the workplace protocol” all 29 who answered the question said yes.*
- ✓ *At the end of the project period 126 human service staff had been trained by the trainers.*

Results

A series of very commendable outcomes were achieved with this “train the trainer” event. Firstly, all expected outcomes related to increased knowledge were achieved. Secondly, the trained individuals shared their knowledge with others expanding almost 4 fold the number of informed and skilled people within the human service sector committed to providing leadership in their environments regarding work place violence. Thirdly, the partners are committed to working together further to create some common protocols and policies. Follows is a rationale for why these efforts are so important as part of a comprehensive strategy to address violence.

There is a growing world-wide concern about violence as one of the most serious occupational hazards in the 21st century. This affects particularly all occupational groups who deal in some way with the general public. (Phil Leather, UK, 2002).

Workplace violence is preventable. Incidents of violence are rarely a single event. It often escalates on a continuum of violence. There are clear risk indicators that can be observed and interventions can be done early in a potential workplace violence situation. Gender based harassment and domestic violence are major concerns for female employees. Swanberg and Logan (2005) found that 70 percent of individuals suffering from domestic violence are victimized at work. (Joan Riggs, Centre For Research & Education on Violence Against Women and Children Workplace Violence Prevention Think-Tank Report, October 2008, p.4).

The most common options for preventing workplace violence and harassment are having policies and procedures in place, providing education and training to all employees, providing appropriate referrals when in-house expertise is limited and creating a responsive workplace culture.

There is research evidence that some strategies do work to prevent violence and harassment. These include having a supportive organizational leadership and culture; reducing gender, racialized and other inequalities across workgroups and the reduction of interpersonal competition and job insecurity (or at a minimum –recognizing their effects); having proactive policies and procedures; providing concrete evidence of supportive organizational leadership and culture and implementing clear procedures to encourage reporting.

(Lynne Tyler, Centre for Research & Education on Violence against Women and Children: Safe, Respectful and Inclusive Workplaces: Stakeholders and Strategies Conference Summary Report, May 2009, p. 15)



Engaging Men and Boys “Men as Allies” breakfast and community dialogues	
Expected Outcomes	
<p>Participants are more knowledgeable about traditional roles of men and women.</p> <p>Participants have an increased understanding of the impact of traditional roles of men and women.</p> <p>Participants can identify characteristics of positive role models.</p> <p>Participants agree to role model healthy relationships.</p> <p>Participants commit to taking action with women against family violence.</p>	
Indicators of Success	
<p>✓ 19 participants in the breakfast reported:</p> <ul style="list-style-type: none"> • Know more about family violence; neutral 3, agree 11, strongly agree, 5 • More aware of how to model healthy relationships; neutral 6, agree 9, strongly agree 4 • When asked what kind of future situations could you use these learnings in? (sample) 	

- Men's groups, mentorship groups
- Educating the community
- Work, home , personal relationships
- Coaching
- When asked if they agree to being a community leader and join women in taking action against violence; yes 19, no 0
- Participants pledged to: (sample)
 - Be a positive role model
 - Be more involved
 - Support young men
 - Always speak against/ about family violence
 - End family violence

Results

In a 2012 survey of Alberta men's attitudes about violence towards women, 90% of men agreed that men and boys should speak out on this issue. And yet, in those everyday moments that feed a culture that almost permits domestic violence, men and boys are not speaking up. (*Leger Marketing for Alberta Council of Women's Shelters. (2012). Men's Attitudes and Behaviors Toward Violence Against Women.*)

The expected outcomes for the breakfast dialogue were met. Post event survey results showed that workshop participants were more knowledgeable about how to prevent gender based violence. They were able to identify situations where they could use the knowledge gained and most importantly every participant agreed to be a community leader regarding prevention of domestic violence. They pledged to be good role models, find opportunities to discuss the issue of domestic violence and to support young men in developing positive attitudes and behaviour towards women and girls.



ENGAGING MEN AND BOYS	
<p>“Man Talk, Raising our Boys to be good men who respect women and never Use violence “</p> <p>Professional Development workshop, workshop for parents/ community members</p>	
Expected Outcomes	
<p>Participants are more knowledgeable about traditional roles of men and women</p> <p>Participants have an increased understanding of the impact of traditional role of men and women</p> <p>Participants can identify characteristics of positive role models</p> <p>Participants commit to taking action with women against family violence</p>	
Indicators of Success	
<ul style="list-style-type: none"> ✓ 102 people attended 2 workshops ✓ 16 attendees signed pledge cards ✓ 45 Participants in Professional Dev workshops reported: <ul style="list-style-type: none"> • <i>More knowledgeable about traditional gender roles/ expectations;</i> <i>disagree 1, neutral 5, agree 25, strongly agree 13</i> • <i>Increased understanding of the impact of traditional gender roles/ expectations;</i> <i>disagree 0, neutral 3, agree 26, strongly agree 16</i> • <i>Increased ability to identify characteristics of positive male role models;</i> <i>disagree 0, neutral 8, agree 22, strongly agree 15</i> • <i>Increased ability to promote gender equity;</i> <i>yes 43, no 2</i> • <i>Increased range of tools to engage men and boys as allies to end violence against women and promote healthy relationships;</i> <i>yes 45, no 0</i> • <i>Most important thing you learned, top 5 responses:</i> <ul style="list-style-type: none"> ○ <i>How to engage men and boys</i> ○ <i>The 7 P's of patriarchy</i> ○ <i>Impact of fathering in domestic violence/ transforming fatherhood</i> ○ <i>Reframing “violent men” to men who use violence</i> ○ <i>Collective responsibility vs collective guilt/ importance of engagement</i> • <i>Most important tool I am taking away: (samples)</i> <ul style="list-style-type: none"> ○ <i>Greater awareness of how we train our children from birth</i> ○ <i>Ideas for engaging community</i> ○ <i>Power of being a positive role model</i> 	

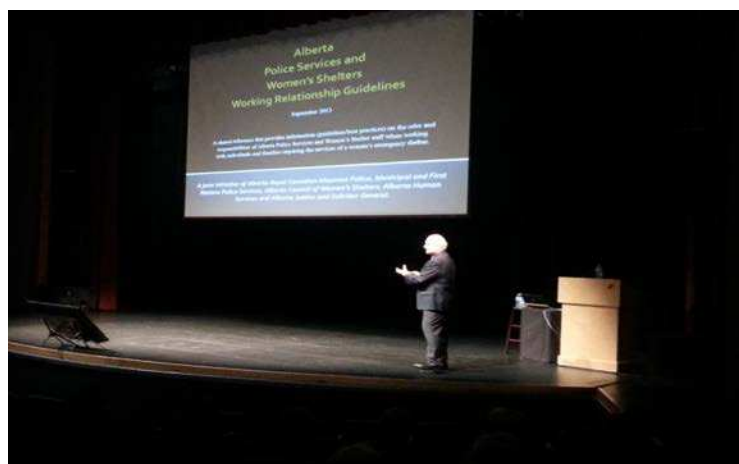
Results

Expected outcomes for these education workshops were met. Post event survey results showed that workshop participants were more knowledgeable about traditional gender based roles and their impact. They reported having an increased ability promote gender equity and that they have an increased range of tools to do so.



LEGAL/ JUSTICE CAPACITY BUILDING; DEEPEN KNOWLEDGE AND SENSITIZE LOCAL LEGAL/ JUSTICE SYSTEM TO COMPLEXITY OF DOMESTIC VIOLENCE (ROOT CAUSES) AND THOSE IMPACTED

Strategy: Education; GENDER/ DOMESTIC VIOLENCE/ TRAUMA SENSITIVE TRAINING



Domestic Violence Intervention Conferences
 “Engaging Men and Boys to End Violence Against Women and
 Promote Healthy Relationships” legal and justice professionals
 and community based agency professionals



Expected Outcomes	
Increased knowledge of gender roles, domestic violence, impact of family violence trauma	
Indicators of Success	
<ul style="list-style-type: none"> ✓ Coordinating Committee made up of 5 community partners. ✓ Mayor opened the conference with a Proclamation for Domestic Violence Awareness and Prevention Month. ✓ 355 people attended. ✓ Conference participants reported: <ul style="list-style-type: none"> • <i>More knowledgeable about gender equity; Yes 172, No 24</i> • <i>More aware of the following aspects of family violence:</i> <ul style="list-style-type: none"> ○ <i>Why victims are reluctant to report;</i> Yes 187, No 9 ○ <i>Why victims stay in violent relationships;</i> Yes 186, No 10 	

- *The impacts of family violence on children; Yes 181, No 15*
- ✓ *When asked what was most valuable in the training the majority of the respondents reported:*
 - *Victims' perspective, especially why they do not report right away*
 - *Learning more about how victims are treated and the lasting effect on them, especially children*
 - *Learning more about the police officers role in domestic violence*
 - *Learning more about front line responders*
 - *Got re-motivated/ rejuvenated/ recalibrated*

Results

The Expected Outcomes for this training event were met overwhelmingly. 355 people attended the workshops. 196 completed evaluation surveys. Of those who completed the evaluation approximately 90% reported increased knowledge. The partnership with the RCMP in hosting the event was beneficial in providing leadership in the enforcement community and with other front line responders.

The following rationale indicates the importance of having all human service professionals knowledgeable about domestic violence.

The underreporting of victimization, particularly for domestic violence, is a serious concern in Canada. A growing number of spousal violence victims are not reporting such incidents to police. Victims of spousal violence continue to rely on informal sources of support (such as family and friends) more than formal services or the police. According to the latest Transition Home Survey, about 6 in 10 abused women residing at shelters had not reported the most recent incident to the police.

Department of Justice, Family Violence Initiative Evaluation, Final Report, 2012

Crime reports, while useful for verifying the occurrence of domestic violence, are influenced by the legal definitions of domestic violence, police protocols in different areas for reporting, and the training of the police officers who handle the calls.

Prevalence of Children's Exposure to Domestic Violence and Child Maltreatment: Implications for Prevention and Intervention, Joy D. Osofsky, September 2003.

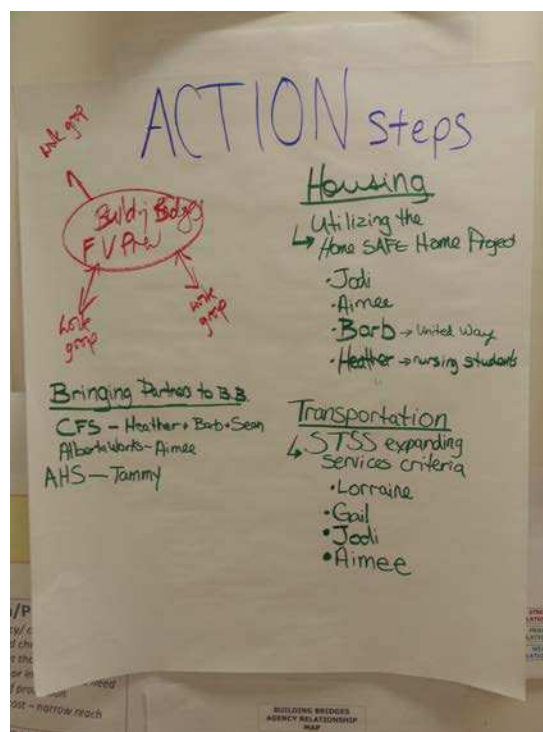
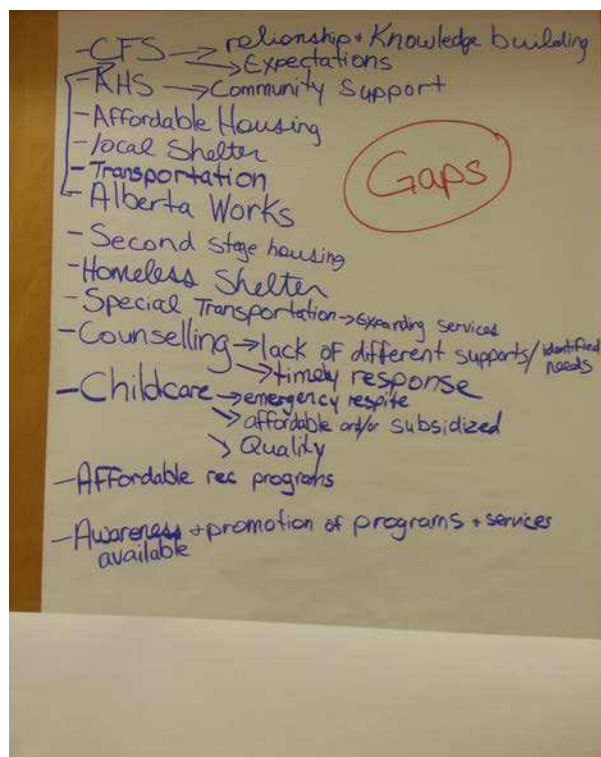
Specialized training on the dynamics of violence against women in relationships is a critical component of an effective response to domestic violence victims, from the training of dedicated police officers to specialized prosecutors, judges, and courts (Critical Components Project Team, 2008)

Policy coordination; improve services available to those experiencing violence by increasing level of knowledge and harmonizing practices.

Strategy: Map existing services, identify gaps and potential actions to fill gaps.

Community Mapping with family violence prevention service providers
Expected Outcomes
Participants are more knowledgeable about existing services and gaps Attempts are made to fill gaps
Indicators of Success
Participants report increased knowledge of: <ul style="list-style-type: none"> ✓ Existing services ✓ Gaps in service ✓ Service providers are using a more collaborative approach
Results
<p>A Community mapping series of exercises was undertaken by a dedicated group of human service professionals, volunteers and elected officials from the City of Fort Saskatchewan. Participants included:</p> <ul style="list-style-type: none"> • Family and Community Support Services • Families First Society • Probation (Solicitor General) • Fort Saskatchewan High School • Ecole Rudolf Hennig School • Twice but Nice • Elizabeth Fry • Boys and Girls Club • Elk Island School Board • Fort Saskatchewan Hospital • Policing Committee • Alberta Heartland Primary Care Network • CFB Edmonton Military Police • Military Family Resource Center • RCMP • Mayor Gale Katchur and Councilor Stew Hennig • Pioneer House • Special Transportation Services Society • Victim Services • Municipal Enforcement • St. George's Anglican Church <p>The placed their current efforts on a continuum of services. They identified where they fit in a family violence response model. After which, they were able to identify gaps. The next discussion involved identifying Action Steps to meet the gaps.</p>





The Building Bridges Committee hosted these discussions and has committed to supporting three subgroups to carry out the actions identified and thereby create a stronger and more coordinated family violence prevention strategy in the City of Fort Saskatchewan.

EVALUATION FINDINGS

As the Evaluator on this project I have participated in each stage of the process from project design to compiling results and have found the following:

The implementation of this project over a 3 year period achieved a broad scope of participation and dedication in the City of Fort Saskatchewan among community leaders, human service practitioners and community members alike. It utilized two well-developed theory based approaches to achieve success in raising the profile of the important issues of gender equity and violence against women and girls. I will discuss the success of the project in light of two very important frameworks; health promotion theory and community development theory. Theory is important because it makes clear our aims and our choice of strategies. Theory is the representation of reality in a way that seeks to make explicit underlying factors, connections and outcomes.

Project Design and Implementation

1) Health Promotion Theory

Arguably there are 5 approaches to health promotion;

- *Medical*
- *Behaviour Change*
- *Educational*
- *Empowerment*
- *Social Change*

I will focus on 2 of these in relation to the project; behaviour change and social change.

1a) Behaviour Change

- *The aim is to encourage individuals to adopt healthy behaviours.*
- *There are many different models of how to achieve behavioral change, including factors such as media coverage, the example of role models, information and supportive environments.*

- *This approach is focused on individuals but recognizes the role of the professional who gives information and advice.*

A shared leadership model was used from the beginning of the project, beginning with the proposal. It was obvious to FFSFS that they could not undertake community change efforts alone. The collaborative approach used by the FFSFS, as the lead agency, and Building Bridges, the Advisory Committee both modelled community building values and strategies and set up expectations of participation by others. They carried the banner for the project and were viewed by their peers as positive role models. They shared the tasks and worked as a team. They were able to stretch the scope of the project to include all of their professional environments.

The project implementation plan included 4 different strategic focus areas:

- ❖ Gender equity with 7 events/ campaigns/ sets of activities, all with dedicated community based leadership
- ❖ Prevention with 3 sets of education/ community dialogue opportunities facilitated by an internationally recognized expert
- ❖ Legal/ Justice Capacity Building with 2 education training events offered by a world renowned leader in the justice system
- ❖ Policy Coordination with a set of planning activities aimed at further action among local human service providers
- ❖ All of these activities were promoted heavily by the media who could definitely be considered active partners in the entire project

Taken together these activities provided consistent messaging and created a very supportive environment for behavioral change among individuals and professionals. The combination of experts, community based leadership and community members exemplified the behaviour change approach to health promotion.

1b) Social Change

- *The focus is to change the socio-economic environment to enable people to make healthier choices and adopt a healthier behaviours –to make healthy choice the easier choice.*
- *This is a top-down approach including policy change, media advocacy and legislation.*

As stated above the project involved a strong media presence with consistent messaging and media advocacy. It involved numerous human service leaders from the network of agencies engaged in the prevention and response to

family violence and beyond. Practitioners in complimentary fields received training and education in the identification and support of families/ individuals experiencing domestic violence. We know from the expected outcomes measured post events participants definitely gained knowledge. We can only hope they will be able to use the increased knowledge when they go back to their roles as it is beyond the scope of the project to measure.

Policy makers at the municipal level created Proclamations and civil servants were involved in the delivery and leadership of the project. Human service leaders in their planning exercises, identified as a next step, creating common policies and protocols which would be jointly adopted and utilized in the prevention and response to domestic violence.

2) Community Development Theory

- *The United Nations defines Community Development as “a process where community members come together to take collective action and generate solutions to common problems”.*
- *It is a broad term given to the practices of civic leaders, activists, involved citizens and professionals to improve various aspects of communities, typically aiming to build stronger and more resilient local communities.*

It is obvious that this project was able to bring together the community of Fort Saskatchewan around the issues of gender equity and violence against women and girls. The broad representation of community political leaders, media, service providers, individuals impacted by domestic violence, community volunteers and residents involved over the 3 years of the project is impressive. If the commitment shown by participants is any indication, the ground work has been set for continued action on the important issue of violence against women and girls.

Achievement on Expected Outcomes

Each of the activities carried out within the scope of the project achieved the expected outcomes they intended as measured by the indicators of success as noted above. The project was able to demonstrate:

- ❖ Increased knowledge among attendees/ participants
- ❖ Increased skills among attendees/ participants
- ❖ Increased understanding of issues faced by victims
- ❖ Increased commitment to change in personal behaviour

- ❖ Increased commitment to change in professional practice
- ❖ Increased motivation
- ❖ Increased commitment to continuing leadership regarding these issues within their organizations and the community

Unexpected Outcomes



In November of 2014 FSFFS was recognized by the Alberta Ministry of Human Services with an Inspiration Award in recognition of a commitment to ending family violence in their community. This award served as a great validation of the work being undertaken by the Project partners.

Community Impact

The City of Fort Saskatchewan has now identified willing and able change makers within the community at each level of influence including; government, human service sector including education, social services, justice and health, media, industry, community volunteers, people who have experienced domestic violence, enforcement and faith organizations. They have highlighted

issues of gender equity and violence against women and girls through their proclamations. They have increased knowledge and commitment to social change. The Building Bridges Committee has created an action plan for moving forward. The pieces are in place for a sustained effort to reducing violence against women and girls in the community.

Project Management

- ❖ The hiring of a skilled “Bridge Mender” who acted as a Project Coordinator was essential to the success of the project. The project involved numerous people from all levels of community and needed the strong management and coordination skills of a Coordinator. For the majority of the other participants this project was one in many professional commitments, to the Coordinator it was a full time job.
- ❖ The Coordinators’ skills were important to the success of the project. When the Coordinator entered the community in the role she entered with respect, humility and an ability to listen and build trusting relationships.
- ❖ The selection of the lead agency in this project was also a factor in its’ success. FFSFS is a well-known, respected and trusted organization within the community. Partners knew of their commitment to this issue previously and therefore willingly accepted their leadership.
- ❖ The existing partnership committee “Building Bridges” acting as the Advisory Committee advanced the work of the project tremendously. They were all believers and had the support of their organizations. They readily took on tasks. They formed work groups immediately upon approval of the Program Logic Model (Implementation Plan).
- ❖ The commitment to partnership in the City of Fort Saskatchewan among the human service sector, media, government, industry and others is notable. There is a sense of genuine belief in and commitment to “it takes a village to raise a child”.

Lessons Learned

- ❖ The Gender Based Analysis as an initial step helped people learn about gender equity, a new concept for some. It provided the basis for community conversations.
- ❖ Without the support of a coordinator it is difficult for some partners to maintain their commitments. Other important time conflicting tasks and deadlines get in the way. Commitment to a single initiative is not possible for most partners. It is easier to “show up” to an invitation and do your part than to organize and lead the initiative.

- ❖ Many learnings regarding venues, timing, registration issues, catering, materials needed, follow up etc. are contained in the completed Bridge Menders Monitoring Tool for each event and will be passed on to the appropriate committees for use in upcoming planning.
- ❖ A respected “lead agency” is required.
- ❖ A “skilled” Coordinator is required, especially in the area of communications.
- ❖ An existing trusting partnership is an asset in attempting to create social change.
- ❖ A commitment to work together is essential for success.
- ❖ Knowledge acquisition is a great spring board for action and creates a sense of reciprocity for commitment to work.

RECOMMENDATIONS

- ❖ Action Plan endorsed by Building Bridges, continue to guide family violence prevention efforts in Fort Saskatchewan.
- ❖ Seek funds as soon as possible to support the creation of common policies, protocols and tools which will require coordination and the involvement/ commitment of all partners. Momentum has been built and can be harnessed for this next very important step.
- ❖ Conducting another GBA in 2 years would provide some evidence of community level change.

CONCLUSION

To return to the fable “Practicing Prevention Upstream” it is reasonable to say that this project from the initial Gender Based Analysis to the achievement of specific outcomes, identified some of the “holes” on the bridge causing families to fall into the river. Some solutions are being discussed and the work of patching has begun. The continuum of services has grown to include more prevention activities without sacrificing the important work of support and intervention - helping families in the water get to shore and stay safe and dry.