



# STRATEGIC PLAN 2021 - 2024







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## Land Acknowledgement

In the spirit and intent of the Truth and Reconciliation Commission's recommendations, OCRCC acknowledges the traditional Indigenous territories on which we gather to do our work. By learning, understanding, and acknowledging, we wish to pay respect to Turtle Island, Mother Earth and to the rich Indigenous history of Ontario.

We recognize that our work, and the work of our members, takes place on traditional Indigenous territories across Ontario. We wish to express gratitude to Mother Earth and for the resources

we are using, and honour all the First Nation, Métis and Inuit people who have been living on the land since time immemorial.

### About This Acknowledgement

We are aware that our settler acknowledgement uses language which may differ from language used by First Nation, Métis and Inuit people. We understand that language is fluid and living, and we respect this diversity. We are also aware that not all First Nation, Métis and Inuit people refer to themselves in the same way. In recognition of this, we are committed to building relationships with First Nation, Métis and Inuit people in order to enhance our knowledge of the many languages and histories within Ontario.



## Letter from the Co-Chairs

Greetings,

As a seasoned worker at the Toronto Rape Crisis Centre Multicultural Women Against Rape and the first queer woman of colour President of the Ontario Coalition of Rape Crisis Centres, it is a true delight to present our 2021-2024 Strategic Plan.

When we embarked on this work in 2019 we did not know what was ahead; a global shift of our way of life, political movements that sparked fervour and change and thus, collective shifts in worldviews.

As we moved forward with our vision for an OCRCC strategic plan, we wanted our dreams to eradicate sexualized and gender-based violence to meet our innovation to do so. Sexual Assault and Rape Crisis centre's members helped generate information by participating in focus groups and filling out surveys giving us valuable, critical input to push forward the direction we need to be heading in. We express gratitude to sector partners who took valued time to speak about our work with our planner, Susan Underhill. And to generate our directives, board members of the Coalition sat in long meetings think-tanking our current work into new desired trajectories. Each time we gathered, I was inspired by directors and mentors who co-created the inventiveness of this plan.

Then the pandemic took hold. It moved us into places our hearts and minds have never seen

creating massive, unprecedented change in our daily lives. Further, anti-Black racism, police violence and its coverage in the (social) media hit a climax that caused communities to consider differently police and law and order as vehicles of oppression like never before. The pandemic has also brought greater awareness of the shadow pandemic of increased gender based violence, and essential emergency funding for our sector.

The crossroads between a global pandemic and movement to end anti-Black racism (and all forms of violence used to uphold unjust systems) and the Ontario Coalition of Rape Crisis Centres is robust. We believe we can create a world free of violence. Through the directions in this strategic plan and constant work to educate ourselves, we aim to centralize marginalized survivor voices through advocacy and strengthen our organization in the midst of global transformation. I believe in the insight of this plan to give us direction on how to make a better world, from inside our own backyards outward. This moment in time provides us with an opportunity to facilitate change. This plan can be our map on how to start.

We are grateful to each and every person who contributed to the building of this plan. We hope to move forward with it in love and solidarity.

Deb Singh, Chair and Lauren Power, Vice-Chair

# OCRCC HERSTORY (highlights)

The first Rape Crisis Centre in Ontario is established in Toronto

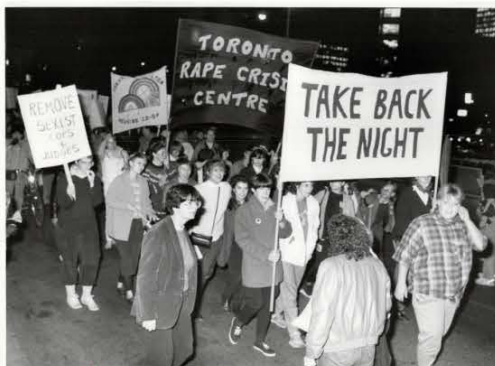
1974



SOURCE: [Rise Up! a digital archive of feminist activism](#)

Increasing violence against women in Ontario leads to warnings for women to stay off streets and not walk without male protection after dark were issued. In response, women begin to organize Take Back The Night marches. The first marches were held in August in the United States, France, Belgium, Mexico, and Canada. In Ontario, marches are held in Toronto, Oshawa, Port Perry, Ottawa and Windsor.

1980



Source: [Toronto Star Archives. Protest Demonstrations - Canada - Ontario - 1985](#)

1983

Due to profound efforts by many Coalition members, Bill C-127 is passed in recognition of different forms of sexual violence. Bill C-127 abolished the offences of rape, attempted rape and indecent assault and instead introduced a three-tiered structure for sexual assault offences.



SOURCE: [New York Times \(1992\), Section A, Page 18 of the National edition.](#)

1988

On March 14, 1988 an article in the Toronto Star appears concerning a successful “mock trial” staged by the Toronto Rape Crisis Centre and the Coalition. The mock trial reveals unfair processes in sexual assault cases, including a judge who employs victim-blaming rhetoric.

**Rape Centre ‘tries’ judge who jailed rapist 30 days**

The Toronto Rape Crisis Centre was planning to hold a **mock trial** today in front of the University Ave. courthouse for the judge who sentenced a rapist to 30 days, to be served on weekends.  
 District Court Judge Ted Matlow said the 35-year-old victim, who accepted a ride with three men in a van and was drunk when the assault occurred, “should have known better than to get involved in this situation.”  
 Women’s rights advocates have called the sentence given Emmanuel Stefanidis, 25, of Coxwell Ave. “ridiculous” and “unacceptable.”

SOURCE: [The Toronto Star, 14 Mar 1988: A2](#)

1990

Annualized funding for five years is allocated to twenty Sexual Assault Crisis Centres by the Ontario Government through the Sexual Assault Initiative. A lobby liaison committee is struck to work with Ministry of the Solicitor General to determine how this funding will impact centres.

1994

Restructuring of the Coalition’s provincial office takes place, and the new office is opened in Toronto in September. The Coalition moves from direct government funding to a membership base funding formula.

1995

Ontario sexual assault centres saw 5% cuts  
 The Coalition changes its Board structure and closes the provincial office in Toronto. Instead, individual centres will take on the Coalition’s business administration. Member centres meet 4 times a year.

**Rock ponders legislation on rape centre records**

Controversy growing over use by lawyers



O’TOOLE REPORT — The federal government may step in to the growing fight between rape crisis centres and defence lawyers over when medical and counselling records should be turned over.  
 Justice Minister Allan Rock is considering amendments to the Criminal Code to spell out when confidential records of sexual assault complaints must be disclosed.  
 “I think there’s an obvious need for some clarity here in the law,” Rock told Southern News in a recent interview.  
 “I have reports that both the

plaintiff’s side to a rape centre were damaged.  
 But a D.C. judge allowed a second assault trial to proceed even though a second trial “frustratingly” destroyed records sought by the defence.  
 The Criminal Code’s rape shield provisions already place strict limits on the questioning of complainants about their previous sexual history.  
 But there are no similar restrictions on access to their counselling records. Judges must determine Code testimony on a case-by-case basis, with some guidance from appellate courts.  
 Next month, the Supreme Court of Canada will hear a case that could set new guidelines on the issue.  
 The top court will hear an appeal by **Rosmarie Hanson** of the

SOURCE: [The Toronto Star, 03 Jan, 1995, A14](#)

1997

Throughout the province, member Centre’s are threatened with fines for refusing to turn over confidential files on women. The Coalition participates in televised debates related to our refusal to turn over files in court proceedings.

The Coalition celebrates 20 years of work at its Annual General Meeting in Toronto!

The Supreme court rules to toss out gross indecency charges against an offender because interview notes with the complainant were shredded by the Windsor Sexual Assault Centre.

1999

The Coalition participates in Women Our Vote Counts campaign. Annual General meeting is held in Timmins.



2001

The Coalition presents on Sexual Harassment at the Canadian Association of Sexual Assault Centre's meeting.

*Women's Resistance: From Victimization to Criminalization Conference* is supported by Trillium Foundation grant. Annual General meeting held in Grey-Bruce

2004

Ontario sexual assault centres saw nominal increases, an annualized 5% increase to re-instate a previous government's cutback in 1995 and no core increases.

The Coalition's research project *"Changing with the Times- The Rape Crisis Movement 25 years later: Renewing Advocacy, Program and Policy Work Across Ontario* is implemented. It includes a six months province-wide campaign bearing the theme *"Make My Community Safe: End Sexual Violence."*



CASAC Meeting: Diana Yaros, Mouvement contre le viol et l'inceste, Montreal; Michelle Schryer, Chatham-Kent Sexual Assault Crisis Centre (CKSACC); Denise Hayes, Newfoundland and Labrador Sexual Assault Crisis and Prevention Centre; Hilla Kerner, Vancouver Rape Relief and Women's Shelter, Canada

2007

Ontario sexual assault centres received an additional 3% 2007-2008 increase and no core increases at all in 2005-2007 and 2007-2011.

2009

Bill 168, Amendments to the Workplace Safety Act to recognize sexual and domestic violence in the workplace, is implemented. Michelle Schryer (Chatham-Kent) sits on The Ministry of Labour's advisory committee, supporting protection in the workplace from sexual and other forms of harassment. Meanwhile, Jacqueline Benn-John (Halton, ,OCRCC President) represents OCRCC on the Sexual Assault Centre Program Advisory Committee; and Sly Castaldi (Guelph) represents OCRCC on the Ontario Association of Children's Aid Societies' Woman Abuse Advisory Committee, which looks at the Domestic Violence Advisory Report recommendations in the child welfare section.

#### WORKPLACE VIOLENCE AND HARASSMENT

## Ontario employers face tough new violence laws

Companies will soon have to shoulder greater responsibility in ensuring employees are safe and free from harassment



JEFF GRAY  
jgray@globeandmail.com

There were plenty of warning signs of trouble in the months before nurse Lori Dupont's final shift at Hôtel-Dieu Grace Hospital in Windsor, Ont.

In February of 2006, she had broken up with Marc Daniel, a 50-year-old married anesthesiologist, after he tried to kill himself. The two had met while working in the hospital, where Dr. Daniel had a history of harassing nurses, both verbally and physically.

When he was released from hospital after his suicide attempt, Dr. Daniel returned to work, where he intimidated and stalked Ms. Dupont, a 36-year-old single mother. He left compromising photos of her on her car and threatened to distribute them. He was suspended, but soon back at work again, on the recommendation of a psychiatrist.

On the morning of Nov. 12, when the pair were on a shift together, Dr. Daniel hid behind a pillar in the recovery room. Minutes later, he stabbed Ms. Dupont to death, plunging a hunting knife into her lower



"It's sort of like a quiet revolution of workplace behaviour," says lawyer Janice Rubin of changes to the law. PETER POWER/THE GLOBE AND MAIL

Rubin warns those companies may have to revise their policies to ensure they are up-to-date.

"They might have a very traditional human rights policy that sets out, 'Thou shalt not grab a bum, or thou shalt not make a homophobic comment,'" Ms. Rubin said. "It may not cover this extra element of workplace harassment."

Ontario's new definition has some employers worried that it will be used by problem employees to strike back at managers who scold them for being late or doing a bad job, said Adrian Miskema, a partner in the employment group of Fraser Milner Casgrain LLP in Toronto.

Another provision obligates an employer to warn employees if its knows, or should know, that a worker could come into contact with a person with a history of violence. Employers will also be also be required to warn of a similar risk of domestic violence — an obligation that immediately raises questions for many employers about privacy laws, Mr. Miskema said.

"The practical question is, can you go around and tell all your workers, 'Well, you know, John Doe has made some threats and we're concerned about him coming in, and if you see him, call this number?'" he said.

SOURCE: Gray, J. (2010, Mar 24). Workplace Violence and Harassment: Ontario Employers Face Tough New Violence Laws Companies Will Soon Have to Shoulder Greater Responsibility in Ensuring Employees are Safe and Free from Harassment. *The Globe and Mail* (1936-2016)

2011

On March 2, 2011, the Ontario Women's Directorate announces the launch of Ontario's first ever Sexual Violence Action Plan! The Sexual Violence Action Plan (2011) included a now-permanent commitment from the Ministry of the Attorney General to increase funding support to Ontario's Sexual Assault Centres

2012

OCRCC, in partnership with Action ontarienne, worked to support the development of the Sexual Violence Action Plan's provincial public education campaign addressing bystanders. The campaign, Draw The Line, launches in May 2012. Draw-The-Line.ca. 'Draw The Line' is an interactive campaign that aims to engage Ontarians in a dialogue about sexual violence. The campaign challenges common myths about sexual violence and equips bystanders with information on how to intervene safely and effectively.



SOURCE: Guelph-Wellington Women in Crisis. News, March 2, 2011

2015

In March 2015, Ontario launched It's Never Okay: An Action Plan to Stop Sexual Violence and Harassment (SVHAP). The provincial government increased funds for community-based Sexual Assault Centres, thanks to the Sexual Violence and Harassment Action Plan. Each Centre has received an approx. 7% permanent increase.

**IT'S NEVER OKAY:**  
AN ACTION PLAN  
TO STOP SEXUAL  
VIOLENCE AND  
HARASSMENT  
MARCH 2015

2016

Jian Ghomeshi, a CBC radio-personality, was acquitted of sexual assault in 2016. OCRCC and sexual assault centres across Ontario responded locally and provincially to raise issues related to both trauma-informed understandings of memory and experiences by women and issues in the justice system.

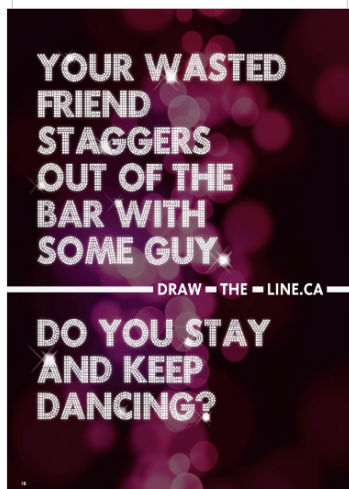
### What really went wrong in Jian Ghomeshi's trial

A chorus of voices claims the Ghomeshi trial exposes the flaws in courts' handling of sexual assault. But 'the system' isn't the only party that bungled it.

By Anne Kingston  
February 18, 2016



SOURCE: MacLean's Magazine, February 18, 2016.



2019

The National Inquiry into Missing and Murdered Indigenous Women and Girls released their final report, *Reclaiming Power and Place*. The Final Report is comprised of the truths of more than 2,380 family members, survivors of violence, experts and Knowledge Keepers shared over two years of cross-country public hearings and evidence gathering. It delivers 231 individual Calls for Justice directed at governments, institutions, social service providers, industries and all Canadians. OCRCC stands as allies with calls to implement the 231 calls for justice.

2020

March 2020, the Progressive Conservative government cut an additional \$1 million in funding for the province's 42 rape crisis centres, which are now warning that supports for survivors will have to be cut while waitlists for services will grow.

Associate Minister of Children and Women's Issues, Jill Dunlop s earmarked \$2 million in new resources for the centres. "This funding will go to support the important work that they are doing for victims and survivors of sexual assault and human trafficking with trauma-informed care"

On March 11th the World Health Organization (WHO) declared a global pandemic as the Corona Virus (COVID-19) continues to spread. The Premier declares a Provincial State of Emergency declared on March 17th, 2020.

SACs close their doors to in-person service and transition to virtual service delivery.

OCRCC Highlights the gendered impact outbreaks have on women and girls.

2020

In June 2020, in Minnesota, the USA and Canada, communities are expressing their outrage in response to the death of George Floyd, a Black man who died at the hands of a white police officer. In Ontario, protests included the death of Regis Korchinski-Paquet. Korchinski-Paquet, a 29-year-old woman who died after falling from a 24th-floor balcony after police were called to her apartment. OCRCC demanded a full, public, and independent investigation into Regis Korchinski-Paquet's death and stood in solidarity with the Black community and with allies who support diversity.



SOURCE: [Black Lives Matter rally in Victoria Park in London, Ont., on June 6, 2020](#). Sawyer Bogdan/ Global News

## Strategic Planning Process

In January 2020, the Ontario Coalition of Rape Crisis Centres (OCRCC) Executive engaged Connor Claire Group to support them to develop a strategic plan. The goal of a formal strategic planning process is to enable OCRCC Executive and Members to have a solid understanding of the purpose of the coalition, who it serves, to share a common fact base around environmental factors, and agree on how best to allocate resources.

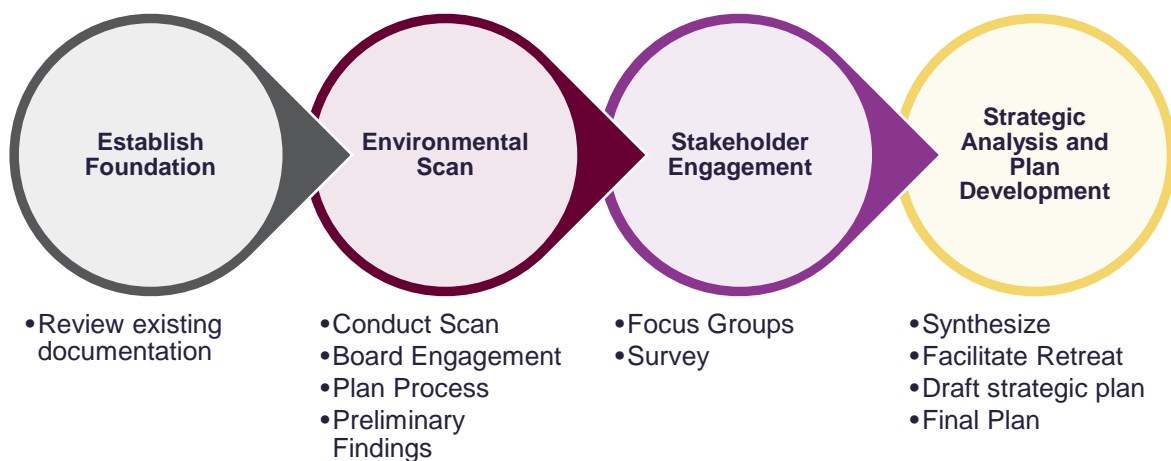
Shortly following the launch of the project, the World Health Organization (WHO) declared the spread of the Novel Corona Virus a global pandemic. The Premier of Ontario then declared a Provincial State of Emergency which required all non-essential businesses to close their doors, to limit contact with others, and to slow the spread of the virus. Nine

months later, as this document is being drafted, stay-at-home measures remain in place.

While the pandemic has had broad impacts, it has also impacted the strategic planning process. Figure 1 (below) shows the four stages of the planning process and all four stages were carried out as planned, however, all engagement was conducted virtually. In addition, the ability to think and plan long-term when so much is unknown (e.g., how long stay-at-home measures will be in place, when a vaccine will be available, the long-term impact on women and girls, and the availability of funding) proved challenging. Despite these challenges, we had lively discussions around the future of OCRCC and the strategic priorities for the organization.

The resulting document is a collective view of the environmental context and the strategic priorities for OCRCC for 2021 – 2024.

**Figure 1: Strategic Planning Process**



## Environmental Scan

Several external factors are currently influencing the sector, funding, and society more broadly. Understanding these factors helped to inform OCRCC's strategic directions.

### Events of 2020



#### *Global Pandemic*

The pandemic, prolonged lockdowns, and restrictions to stop the spread of the virus have had several outcomes impacting the OCRCC:

- People are at greater risk from their partners due to stay-at-home orders
- It has become harder for women to access life-saving supports
- SACs have moved to virtual service delivery and work-from-home
- Shelters and other "in-person" services have experienced staff shortages
- There has been a predicted "she"-cession - a recession that is disproportionately impacting women

#### *Worldwide reckoning around systemic racism*

The death of George Floyd in the United States sparked worldwide "Black Lives Matter" protests and calls to "defund" the police. This large-scale social action means that there is increased

pressure on police services and other institutions to address system-level racism.

## Societal Trends

### *Shift in the understanding of gender-based and sexual violence*

Highly publicized reports and the popularity of #MeToo and #TimesUp have empowered individuals who have experienced sexual assault to seek help. Reporting of sexual assault has increased. While norms have shifted societally, institutions are slower to adjust. The knowledge and expertise of OCRCC members is needed to help institutions shift their policies including police, courts, and schools.

### *Murdered and Missing Indigenous Women and Girls report*

In June 2019, the National Inquiry on Missing and Murdered Indigenous Women and Girls (MMIWG) final report was released. The findings from the inquiry were broad and described in detail the impact 500 years of colonialism has had in disempowering Indigenous women. There have been significant issues with the implementation of the over 231 MMIWG recommendations. There is a role for OCRCC to work as an ally to ensure recommendations are implemented.



## Political and Funding Trends

### *Funding opportunities shifted from Provincial to Federal government*

Politically, Ontario shifted to a Conservative government focused primarily on fiscal constraints. The government has signaled that women's issues are not one of their priorities. The sector has seen delays in funding and backtracking on investment promises from the previous government.

Specifically, in 2019, the Provincial government announced one-time funding resources of \$1M for Ontario Sexual Assault Centres which was significantly less than the 30% increase promised by the previous government. Notwithstanding continued and increased service demands for sexual violence support services, the Ministry of the Attorney General ended the one-time funding to sexual assault centres in Ontario in 2020. Programs that had been initiated to address service demands and wait-lists once again came to an end in communities across Ontario.

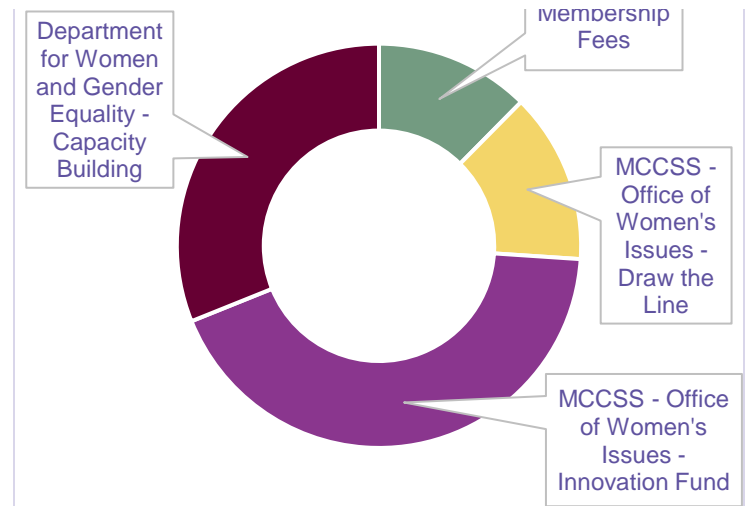
At the same time, the Federal government is signaling that women's issues and issues of equity are a priority. Over the short-term, new funding opportunities will likely come from the Federal government, however, this can change with a change in government.

### *Insufficient operational support for OCRCC and SACs persists*

The Province continues to be the primary source for operational support for SACs. There is no operational funding available for OCRCC from any government sources. OCRCC relies on membership fees from the 31 member SACs.

While new investment *might* be available from the Federal government, their preferred funding mechanism is project-based which limits long-term planning.

**Figure 2: OCRCC Funding Sources 2020-2021**



COVID funding is available in the short-term, however over the long-term, the widespread need for governments of all levels to invest in the economy and ensure continuity of services, will result in government deficits and likely continued pressure on community-level organizations to do more with the same or reduced funding.

### *Opportunities for funding in research, capacity building and the private sector*

The Federal government recognizes the importance of SACs as a key service partner. Women and Gender Equality (WAGE) have identified a desire to address the gap in research and data around sexual and gender-based violence. They are investing in several new surveys which will require expertise from OCRCC members to interpret and to provide

context. WAGE have also put out calls for proposals to build capacity in the sector.

Finally, there was a perception that private foundations and private sector organizations may be looking for ways to demonstrate that they are supportive of the required systemic changes to address inequities.

## What We Heard

We had great participation to the strategic plan through focus groups and an online survey.

28

*Respondents to survey*

18

*Individuals participated in focus groups*

4

*Key informant interviews with funders and community partners*

## OCRCC is the Voice of Survivors

The survey found that members feel OCRCC's most important role is around advocacy, speaking to the media, and making policy recommendations. During focus group discussions, participants reflected on what differentiates OCRCC from other organizations that work with survivors and consistently, participants spoke about OCRCC's connection with survivors in their communities. OCRCC is a

grass-roots organization made up of SACs that provide peer-based counselling. This one-to-one relationship provides OCRCC with a unique community and survivor-based perspective.

This knowledge and understanding of the survivor experience makes OCRCC members subject-matter experts around the individual and community impacts of sexual and gender-based violence. This voice is critical to changing the systemic and institutional forces that perpetuate violence.

## OCRCC Ideal Future

Members envisioned what OCRCC could look like if funding were not an issue and at the top of the list was full-time staff. Of particular interest was a full-time leader who could focus on advocacy on the issues and funding.

### *Advocacy and Public Awareness*

The ideal OCRCC would have a strong, unified political voice and be invited to provincial and federal decision-making tables. OCRCC would lobby for adequate operational funding to address waitlists for sexual assault services and to ensure appropriate services are available to those affected.

### *Public Education/ Awareness*

The ideal OCRCC would increase their public education and awareness campaigns to encourage greater understanding of the impacts of sexual and gender-based violence. OCRCC would host an annual or bi-annual conference to increase awareness of issues of professionals.

**Figure 3: Word Cloud of the Ideal OCRCC**



### **Equity and Inclusion**

OCRCC has always been a voice for equity and inclusion. Participants in the focus groups spoke passionately about the importance of equity and inclusion and of OCRCC's role as an ally for black, indigenous and people of colour. Many spoke about how inclusiveness needed to include transgendered and non-binary individuals at all SACs across Ontario. Many also wanted to explore how to include men in the movement, such as the existing partnership with White Ribbon.

## **SWOT Analysis**

A SWOT analysis looks at the Strengths, Weaknesses, Opportunities and Threats facing an organization. The goal is to build on OCRCC's strengths, leverage opportunities and minimize weaknesses and threats.

**Figure 4: OCRCC SWOT Analysis**

### **Strengths:**

- Movement started from survivors - grassroots
- Community-based
- Ability to mobilize at the local level
- Resilient
- Not afraid to speak truth to power

### **Weaknesses:**

- Under-resourced – can not do everything OCRCC wants to do
- Some communities are not as well-served across SACs
- Hard conversations are not fully resolved

### **Opportunities:**

- Active advocacy and strategic lobbying
- Societal shift around sexual and gender-based violence, openness to listen & fund
- Role for senior-level full-time resource – dedicated senior level strategic direction

### **Threats:**

- Chronically underfunded – highly influenced by politics
- All levels of governments will be strapped post-COVID
- Long waitlists – likely to get longer after COVID

## Summary of Strategic Plan

**VISION:** Our communities are free of sexual and gender-based violence.

**MISSION:** The Ontario Coalition of Rape Crisis Centres (OCRCC) is committed to leading profound social transformation that prevents and eliminates sexual and gender-based violence.

### OCRCC VALUES

- **Feminism, anti-oppression and anti-racism** – We are committed to changing all systemic forms of inequality, inequity and oppression
- **Trauma and violence-informed** - We are guided by the voices of survivors in all our work to support survivor well-being, strength and resiliency
- **Self-determination** – Every individual and collective have the right to make decisions about their own lives and identities and advocate for the removal of the disproportionate barriers to freedom faced by those experiencing oppression
- **Decolonization** – We are committed to the ongoing process of decolonization and value and support the revitalization of Indigenous knowledge, languages and culture-based approaches
- **Sustainability** - We value equitable pay and non exploitation of labour, sustainable economic planning and equitable division of resources for the health of all future generations and of our planet
- **Equity** – We believe in an equitable division of power and end to marginalization on the basis of sex, gender, race, age, ethnicity, religion or belief, health status, disability, sexual identity, gender identity, gender expression, education or income, or living in various geographic locations
- **Justice** – We seek an equitable division of societal power which eliminates the intersectional barriers to justice for sexual and gender-based violence
- **Non-violence** – All people have the right to live free of violence in all its forms



**Advocate for survivors**  
and influence legislation and policy to prevent and address the impact of sexual and gender-based violence

**RESULTS: Can call on senior-level decision-makers federally and provincially in advance of decisions affecting the sector**

- Hire a designated resource with the skills and competencies to build relationships at the political level
- Participate in the development of the Federal GBV Action Plan in an advisory capacity
- Maintain strong relationships with key provincial and federal departments
- Actively participate in policy and legislative discussions



**Lead public awareness campaign**  
to help prevent and eliminate sexual and gender-based violence

**RESULTS: Increase awareness and create environment for social transformation**

- Develop tool to measure awareness and impact of programming
- Host a bi-annual sexual and gender-based violence conference
- Build capacity at SACs for more sustainable public education campaigns (e.g., reusable content) and increase use of social media
- Work with Ministry of Education and professional schools (e.g., social work, Law schools, public health) to embed language into curriculums



**Recognize and address disproportionate risk**  
and experience of sexual and gender-based violence on particular groups

**RESULTS: Increase the diversity on the Executive**

- Develop consistent ARAO training available to all SACs and their Boards and encourage training for Board members
- Develop best practices for inclusive recruitment
- Develop a mentorship program for new Executive Directors
- Engage with Indigenous organizations (e.g., Aboriginal Shelters of Ontario and Ontario Native Women's Association) and other organizations serving black, Indigenous, and people of colour and explore opportunities for partnership and learning



**Champion for sustainable funding**  
and resources for the coalition and member agencies to achieve our collective goals

**RESULTS: Fund development plan created and secured operational funding for full-time senior-level advocacy position**

- Create a fund development plan with clear funding objectives tied to desired outcomes. Explore ways of diversifying funding sources (e.g., approach women-owned businesses and foundations around plan)
- Continue to advocate with government funders around plan
- Continue to access project-based funding to further collective goals