

KFACC Strategic Plan 2021-2024



KINGSTON FRONTENAC Anti-Violence Coordinating Committee

working together to decrease domestic and sexual violence

KFACC is a purposeful organization of dedicated volunteers working together to advance our long-term vision — to see our community one day become free of sexual and domestic violence.

Survivors are at the centre of all we do. The issues we address are challenging, and real progress depends on a coordinated community response. Accordingly, KFACC connects sectors as varied as law enforcement and justice, shelter and housing, health, mental health and counselling support.

Our members are drawn from agencies providing services for victims of partner abuse and sexual violence, their families, and also agencies that work with perpetrators.

KFACC has a regional perspective, responding to issues faced by clients and agencies throughout the City of Kingston, Frontenac County, and in some parts of Lennox & Addington County.

We come together in a collective effort to address the issues in a clear, focused and effective way. The different perspectives and expertise we each bring to this work provides us with a deeper and more complete understanding of the priorities, barriers, gaps and opportunities for our clients, our communities, and one another.

KFACC Strategic Plan 2021-2024

INDEX:

Page 2	Process: Development of the Strategic Plan
Page 3	Context: Responding to a Landscape of Strategic Issues
Page 7	A Framework for Strategy: Vision, Mission/Mandate and Pivotal Values
Page 9	Expected outcomes and Measures of Success
Page 10	Strategic Priorities and Objectives: <ul style="list-style-type: none">— Improving seamless access and easier system navigation— Enhancing agency collaboration, sharing roles and resources.— Promoting better understanding of survivor/ KFACC issues.— Enhancing KFACC’s functional capacity, structure and resources.— Exploring a “one-stop” hub for collaborative service delivery.
Page 17	Implementation
Page 18	Appendices: Participants, Guiding Principles & Beliefs, KFACC History

Process: Development of the Strategic Plan:

Work on strategy development began in the summer of 2020 with an initial discussion first with the Admin Committee/Project Team on Aug. 12 followed by a virtual planning session with all active KFACC members to fully “commission” the work on Sept. 17.

At a workshop on Oct. 1, members began their refinement of the organization’s vision, mission/mandate and values. This set up a survey open to all members through October to gather input on major issues, needs, key success factors and the idea of a “one-stop” approach to collaborative service delivery.

The full group met again on Nov. 5 to explore strategic choices, priorities, and potential action objectives to achieve them. The project team provided further direction and refinement at a meeting Nov. 24.

All of these conversations involved extensive advance input from participants (which are available in the respective discussion guides for each session).

An initial draft was completed for review by active members on Dec. 3, 2020, and then circulation to all members for their information and input on how best KFACC might pursue implementation.

Context: Responding to a Landscape of Strategic Choices

In addition to the enduring impacts of the pandemic in 2020, KFAACC must negotiate a swirl of issues — they range from alignment with survivor and agency needs to funding, capacity building, governance/structural issues, communications and advocacy, use of new technologies, and strengthening working relationships with community partners.

Here are some of the many issues identified in the course of strategy development:

External:

- **Client instability** is common, and caused by multiple, overlapping issues.
- Survivors suffer from **a lack of available supported housing** as well as emergency housing when a partner leaves a domestic situation.
- Victims of **human trafficking** need more supportive and knowledgeable resources.
- Survivors have difficulty in getting proper **mental health and addictions support**. Some agencies in that area are not all that accessible and clients who have real need for their services often get turned away. It would also help to have more mental health workers working with police during their initial response to domestic and sexual violence.
- **Shorter wait times** are needed for people requiring services, including individual and group counselling and a variety of other supports.
- **Funding for Trauma Counselling:** There is an increased need for funding for trauma counselling. KFAACC may have an opportunity collectively to have a larger voice in advocating for and seeking out more funding and support in this area.

Challenges Serving Perpetrators:

“Although we know domestic violence crosses all socio-economic classes, we tend to get most of the more marginalized offenders who also struggle with housing, income and substance abuse issues which are all things which make the risk that much greater. It is very difficult in the short time we get to work with these folks to tackle the issues we need to, as they are often so messed up with other big issues in their life which prevent them from being stable enough to take away what we can offer them. This is a real challenge for those working with the offending parties rather than the victims.”

— *Input Received from a Member*

- **Gaps in the system** continue to exist — it's not a seamless process for women and youth navigating the systems involved in any particular case. At times, the system seems to work against clients.

This could be eased by implementing **case management** mechanisms and consistent pathways for service. In general, service providers are operating in silos — especially when it comes to coordinating and maintaining differing levels of confidentiality. And for complex clients, case management needs to identify the most responsible person.

- There are still challenges in/with the legal system, the **criminal and family law systems** and how they respond to domestic and sexual violence. This includes the uncertain nature of the current court system and lengthy delays in dealing with matters.
- **Insufficient resources** are available to meet the needs — agencies are overwhelmed with work while lacking internal resources and sufficient funding. For example, some agencies have many clients who would benefit from ongoing counselling, yet they have to put limits on the support because of the lack of funding.
- **Need for Preventative Measures:** If we can foster compassionate and loved children across KFL&A then we would not see as much violence in the future. Most social services are geared to band-aid solutions and dealing with the repercussions after the fact. If we really want to end violence, we need to end it at its source.

Data/Stats still to come:

- ...
- ...
- ...
- ...
- ...
- ...
- ...
- ...

Organizational Pressures:

- While KFACC has several hundred members on its contact list (from agencies and the community), it has a **core base of 40 members, of whom only 20-25 are active**. Many of those in leadership positions in KFACC and within member organizations are overworked and **stretched too thin** at the present time. It's difficult for KFACC to take meaningful action without the time and resources dedicated to making a difference. Individual members face a corresponding problem with making the work a priority and getting it done — everyone has a busy job, resulting in KFACC tasks being left as a “**side of the desk**” priority.
- **A small, dedicated group does most of the work:** It's the 80:20 rule — 20% of the membership is doing 80% of the work. How might more members be engaged to join in and share the work? How can we divide up the work to be more effective? KFACC would benefit from **full engagement** of all partners, not only active members and signatory agencies. This is essential, both for successful planning to achieve KFACC's goals and also to share the workload.
- KFACC needs and wants a **balance of the fresh/creative and task orientated** — new ideas bringing a freshness to the organization along with the steady hands who make the work happen.
- The **constant changeover of agency staff** participating in KFACC work results in “disconnects”; extra effort is needed to ensure effective onboarding and continuity.
- **A struggle for continuity:** KFACC has struggled organizationally with consistent membership and attendance. It is difficult to be a cohesive group or maintain continuity with people changing roles in their agencies.
Onboarding is also a gap, making it difficult for new participants to participate fully when they first join.
- **Communication between partner agencies** to identify survivors and families in need can sometimes be challenging due to each agency's policies re: confidentiality.
- **Transfer of knowledge throughout agencies** is also an issue — e.g. percolating information and protocols out to agencies for implementation.
- That said, it is clear that members highly value making personal **connections** and sharing information.

- It may be **time to review KFACC’s committee system**. Many groups work in pockets or silos on their own tasks without a broader framework to integrate the effort. KFACC currently uses a structure with separate committees for:
 - Administration
 - Diversity
 - Education/Advocacy
 - Protocol
 - KAVAC
 - Risk Assessment (project now completed).
- There may also be some lack of clarity around **permission and delegation**, leaving members wondering: “is it okay if...?”
- Feedback from membership showed **appreciation for the communication and information** that goes out to the whole membership, keeping members posted on agency info and community events.
- Feedback indicated that, during the pandemic, KFACC has been valued for **providing a communication forum** for members to share information on how their agencies are dealing with issues and details to support recommending services to clients (e.g. an ongoing discussion on the early release of accused by the police and bail court).
- Input included a reminder about the importance of **respectfully supporting culturally diverse populations**.
- **Changing Needs for Education:** While education was originally an important focus of KFACC’s work, the membership is now well educated – but there may be a need for some public education annually (e.g. with doctors and clergy).

It was noted that **advocacy is done by individual agencies**.

Frameworks for Strategy: Vision, Mission/Mandate and Values

Vision

A vision statement is typically a clear and succinct description of what the organization (and/or the community) should look like after it successfully implements its strategies and achieves its full potential.

It also involves a blend of aspirations that preserve "the core" of the organization while stimulating progress.

Vision Statement:

KFACC is dedicated to a vision of **communities where all persons live safely, free from domestic and sexual violence.**

The eradication of violence is an aspirational, long-term goal, involving many complexities and dimensions. Solutions will require multi-generational approaches, more active preventative initiatives and involvement of many different partners — from counselling agencies to the criminal and family court system, government decision-makers, leaders in housing and health care, anti-poverty advocates and agencies that work with perpetrators.

Mission/Mandate

For its part in achieving that vision, KFACC provides **a strategic network supporting agencies in a coordinated community response to sexual and domestic violence.**

In its two primary roles, KFACC:

- **Supports active collaboration**, connection, and training for member agencies involved in providing quality services to survivors of sexual and domestic violence.
- **Promotes community engagement**, awareness and understanding of sexual and domestic violence, the impacts on survivors, and navigating the service system.

Of note, KFACC pursues its mandate through protocols and other ways aligned/consistent with individual mandates, policies and procedures of the agencies providing services.



Values

KFACC is guided by a number of belief statements as well as five key principles that shape and inform its work — safety, confidentiality, respect and dignity, inclusiveness, and community awareness and education.

This plan highlights three **pivotal core values** that are fundamental to KFACC’s strategies— strategic values the organization would stick to “no matter what” (even if at some point the organization had to “pay a price” to live up to that value, or if holding that value became a disadvantage in some way in the future).

Similarly, these core values are considered so important that those who do not share the value — those who breach it consistently — simply do not belong in the organization.

Those three pivotal or core values are:

- **Focus on survivors** — they are central to all our efforts.
- **Respect and dignity** — in all matters.
- **Inclusion and collaboration** — serving and working together as one.

While values vary across agencies, members are united in their focus on survivors.

Measures of Success and Expected Outcomes

The primary outcomes for this plan are to advance:

- Seamless client access and navigation of the system
- Sector infrastructure with a “one-stop” centre for services
- Coordination of agency efforts and supporting protocols
- Support for agencies to share and coordinate roles, resources and information.

In addition to **basic metrics** that measure progress and completion of various projects, there are broader measures of success and outcomes expected of this plan:

- **Access to Wrap-Around Services:** Survivors of domestic and sexual violence report feeling comfortable coming forward, feeling supported by wrap-around services and feeling assisted in navigating the difficult journey from the time of reporting to the conclusion of any court process for themselves, their children and family members.
- **Seamless Agency Collaboration:** Agencies are working seamlessly and consistently through collaboration to better serve the needs of survivors of gender-based violence.
- **Positive Feedback from Survivors:** Increasingly, positive reports are received about how agencies are working together (e.g. enhanced safety for victims, more seamless transitions through the agencies, and fewer times they have to tell their stories).
- **More Complete Case Management:** Individualized case management with shared agency expertise provides consistency and contributes to positive outcomes.
- **Community Safety:** Through education, awareness, prevention and support services, safety has been increased for all persons at risk of domestic and sexual violence.
- **Public Education:** Advocating with and for survivors and providing education on issues pertaining to sexual and domestic violence and challenging misconceptions in society.
- **Services Provided:** Members and survivors have a collective understanding of the different types of supports, expertise, learning opportunities and networking connections available, along with opportunities to share resources, training, ideas and best practices.
- **Effectiveness and Value:** Member agencies/organizations are committed to KFACC, feeling it is well worth their time and enhances their services or ability to do their work.
- **Recognition of KFACC:** Being seen not only as a valuable resource in the communities it serves (people would know its purpose and who is involved), but also as the central focal point where change is instigated and coordination is provided for the agencies involved.

KFACC Strategic Priorities 2021-2024

1

Improving seamless access and easier system navigation

This has long been a top priority for KFACC, and it will continue to take precedence as the primary overall focus for the next four years. The objectives below are starting points for action and may be updated as progress is made.

Action Objectives:

- Establish a common consent form for sharing client information.
- Develop stronger mechanisms to provide overall case management.
- Undertake process-mapping from a client perspective to improve pathway continuity.
- Identify gaps/barriers and areas of overlap/duplication for follow up action.

Timeline: Ongoing, but these objectives are to be completed in the first 18 months.

Lead: Protocol Committee?

Related Commentary:

- A collaborative consent form shared with the client would enable all agencies to use the same form, by whatever agency they present to first. The different consent forms used by different agencies bog the process down right out of the gate. (It would be similar to the Circle of Care for sharing information in health care but focused on the services and care that member agencies provide.) So much time is spent on getting permission to let one person speak to another. It would be great to be able to just call someone for information or ask about options. It would also be a stepping-stone to a one-stop hub.
- A collective response is needed for the victim/survivor, i.e. agencies sharing information among them to ensure the victim/survivor does not need to repeat themselves.
- It would also be valuable to look at case management. There does not seem to be anyone in one position that can do all of that — there's no role, no one person's job, to connect with all the right agencies and services and then follow up to ensure the survivors are getting the care they need. This would complement the idea of using one consent form.

2

Enhancing agency collaboration, sharing roles and resources.

This priority reflects KFACC's core function – supporting collaborative service delivery, problem-solving, networking, agency support and coordination. The objectives below are starting points for action and may be updated as progress is made.

Action Objectives:

- Connect effectively with key partners and service providers in related areas that play key roles supporting survivors in their own domains such as the courts, municipalities, partners in housing, education, primary care and regional services.
- Review structures and methods of engagement to enhance participation of members in KFACC work, improve continuity of relationships, onboarding and training.
- Explore ways to use digital technology to advance coordination among agencies.

Timeline: Ongoing, but these objectives are to be completed in the first 18 months.

Lead: Administrative Committee?

Related Commentary:

- To come?

3

Promoting better understanding of survivor and KFACC issues.

While advocacy on issues related to sexual and domestic violence falls primarily to individual agencies, there is an important role for KFACC to play at a system or community-wide level. A related shift in focus is for KFACC to place more emphasis on public education for non-members — partners in complementary sectors as well as the general population.

The objectives below are starting points for action and may be updated as progress is made.

Action Objectives:

- Identify key topics as the focus for KFACC/agency advocacy and related engagement and communication plans.
- Convene educational forums with speakers having appeal for broad public participation (non-members).
- Prepare presentations designed to actively engage key community decision-makers (e.g. for better understanding, funding and/or policy change).

Timeline: Ongoing, but these objectives are to be completed in the first 18 months.

Lead: Education/Advocacy Committee?

Related Commentary:

- KFACC should not require people to be members in order to take advantage of some of the educational activities it offers to the broader community.
- To come?

4

Enhancing KFACC’s functional capacity, structure & resources.

This priority responds to a number of pressures for organizational development and change. Some members prefer an active focus on agency collaboration and coordination; others get more benefit from a less intensive role participating in training, education and networking opportunities. There are related concerns for regional outreach, building digital capacity, funding and other resources needed for implementation of action plans.

The objectives below are starting points for action and may be updated as progress is made.

Action Objectives:

- Restructure how KFACC gets its work done to enhance participation, and align committee structure and working groups to facilitate collaborative work.
- Review how KFACC connects with/serves partners regionally, not just in the city.
- Explore ways to develop and/or enhance KFACC’s digital capabilities.
- Seek funding for special projects (like “one-stop”) and increase staff resources.

Timeline: Ongoing, but these objectives are to be completed in the first 18 months.

Lead: Administrative Committee?

Related Commentary:

- There are some drawbacks to the bottom-up/membership-based structure and dynamics. Perhaps there is a way to blend it with top-down approaches? What is the right focus for membership input? The bottom-up approach encourages more talk, but then you have no people to organize and do the work.
- It might be worthwhile to consider an alternate organizational structure, with a Steering Committee of agencies who really need to be at the table and then a quarterly gathering of the larger membership focused more on education, perhaps with speakers. Such a group could focus on the core work of coordination, system access and navigation, system advocacy and so on.

- Ideas for consideration re: committee restructuring — include more volunteer participation; using ad hoc committees for specific projects, with less reliance on standing committees to get the work done; general restructuring of KFACC activities around active collaborators and a larger less-involved group of supporters who want to be “in the know”.
- In addition to adjusting KFACC’s structure and/or operating practices, related objectives might include building capabilities, capacity and resources; increasing member engagement and sharing the workload.
- Ensure there is a process for transmitting information from agency reps at KFACC to respective agencies.
- KFACC needs to meet the needs of the agencies as well as the members if they are to take time to participate.
- Some agencies have this work as their sole purpose, but others are multi-purpose agencies — this is just part of their focus (police, for example, have other types of issues to deal with as well).
- We need to look at infrastructure to move things forward (at the moment it is one part-time staff member, which is insufficient for the requests for support received). Are current constraints an assumption, or should the group start to look at other funding/fundraising?

5

Exploring a “one-stop” hub for collaborative service delivery

As the crowning final step of these strategies, KFACC will once again pursue a proposal to establish a "one-stop shop" for collaborative service delivery in support of survivors of sexual and domestic violence. It could be a physical site, virtual, or some hybrid.

Action Objectives:

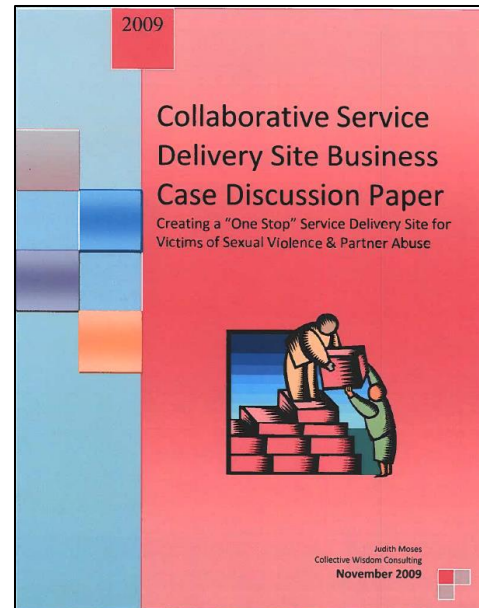
- Convene senior leaders of signatory agencies to re-establish support for the model.
- Investigate similar models that have been implemented since the 2008 report.
- Update the plan, explore options and seek support/commitments for implementation.

Timeline: Work on some objectives can be started immediately, but the full initiative would not be completed until the later stages of the strategic plan timeline.

Lead: Special “One-Stop” Ad Hoc Committee?

Related Commentary:

- A one-stop shop encompasses one of KFACC’s most important functions — trying to coordinate seamless client access and navigation of the system, agencies working collaboratively, and supporting each other in trying to serve clients best.
- Some say co-location of interventions, services and supports at a single site would make it easier for survivors to access whatever services they need across the community. Others say it is still a dream beyond our capacity and resources.
- Since the time of the original proposal/report in 2008, there are now other groups who have managed to do this like the youth hub at One Roof and the Integrated Care Hub at 661 Montreal Street.
- Research is needed on the efficacy of this model.



- If we're talking about one-stop shop, are we talking only about one physical location, or something broader (e.g. satellite locations or using technology)?

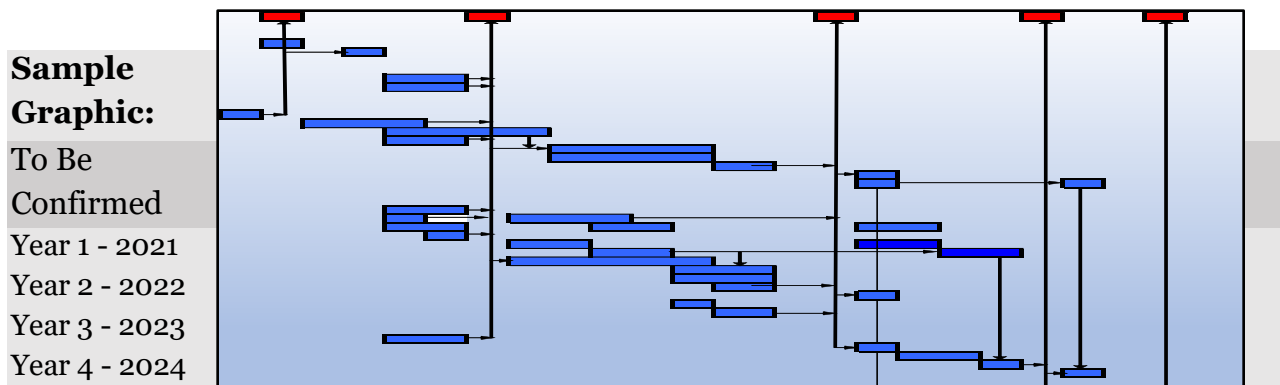
Physical co-location is a solution, but perhaps not the only solution available, either as an interim measure or longer term — for example, we might build on the spirit of one-stop even before we have a physical option by having staff at disparate locations available to connect virtually with clients at other services for joint meetings. That approach would also help to serve everyone in Frontenac County and not just in the urban south of the county.

- This project will have to carefully manage politics between agencies and workers as they work together for a common goal — mandates vary and sometimes conflict.
- All agencies struggle for funding and this initiative could possibly result in a loss for some. Different approaches between agencies can also become really problematic. For clients, this is a good option, but it will be a tall order to encourage all agencies to work cooperatively, especially if it takes away funding from some.
- The original project failed to come to fruition when it got stalled on the question of agencies committing resources to the space (e.g. renting space in a common office building). Only Kingston Interval House would commit to that.
- There would be value in looking at that document again given that we now work quite differently compared to even a few years ago. For example, Resolve and Public Health now work out of the Family & Children's Services building. Kitchener also uses a similar model. Data has shown reductions in court applications, domestic violence etc.
- It would be great to be able to just walk down the hall and connect survivors with related services. It is a huge project, but probably do-able. Agencies may get bogged down in providing employees to work on-site.
- The goal of collaboration may apply to shared space or using technology. Either way, we need to keep in mind the need for services for all of Kingston-Frontenac, not just the city. The rural area has different service providers, OPP, legal services in Sharbot Lake and so on that aren't actively engaged with KFACC.

Implementation: 2021-2024

KFACC will be developing specific workplans that respond to its future challenges and opportunities and translate the strategic priorities outlined above into ongoing activities and initiatives. Related best practices would also be employed in the areas of communications, engagement, change management, capacity building, and partnership relations.

It is expected that a high-level operational plan, describing annual objectives and workplans, will be developed by the Admin Committee/Project Team at a later date. They are expected to follow these general implementation phases:



Material implications of the plan for budget, human resources, policy, communications, change management, capacity building and so on will also be identified.

A successful roll-out of this strategic plan will depend on effective two-way communications — with the members of KFACC as well as survivors, their families, funders, community partners and decision-makers in a variety of sectors — amplified by related engagement efforts to develop understanding of the issues addressed in the plan.

As with any well-managed implementation, progress on these strategic priorities will be reviewed regularly. Operational plans will be updated when necessary (as will the strategic plan itself, as appropriate from time to time).

This will help ensure the organization continues to anchor its activities in KFACC’s mission and vision, adapt to the latest evidence in trends and best practices, and respond effectively to circumstances as they may change through 2024 and beyond.

Appendices

Thanks to Participants!

Many members of KFACC were involved in the development of this strategic plan. Together with all those who contributed through the online input tool (which was anonymous, so we don't have those names), these leaders participated in the strategy development workshops:

Kim Irvine-Albano	Carolyn Rice	Anna Armstrong
Theresa Metcalfe	Michele Arsenault	Kim Graham
Lisa Fox	Brea Hutchinson	Jane Lewis
Paula Laughlin	Leigh Martins	Louanne Rodé
Rifaa Carter	Anya Brooker	Lynn Albrecht
Dierdre Reddick	Nicole Rego	Trina Martin
Jackie Smith	Barb Lotan	Antonia Racz
Lacinda Martin	Kevin Raison	Deborah Wood

KFACC's Five Guiding Principles

- **Respect and Dignity** • All persons should be treated with dignity, compassion and respect. We acknowledge the intrinsic worth and value of victims and survivors of partner abuse and sexual violence, and are committed to working cooperatively and collaboratively with the persons we serve.
- **Inclusiveness** • Services should be inclusive, equitable and sensitive to gender, race, ethnicity, culture, religious/spiritual affiliation, ability/disability, sexual orientation/preference, and socio-economic status.
- **Safety** • The safety of victims of partner abuse and sexual violence, and their children, must be given priority consideration during any involvement with these individuals.
- **Confidentiality** • We understand the relationship between safety and confidentiality for victims and survivors of partner abuse and sexual violence. We will protect the confidentiality of the victims and survivors with whom we work, and their families, within the constraints and parameters of the law.
- **Community Awareness and Education** • Community awareness and understanding of issues relating to partner abuse and sexual violence are integral to the prevention and eradication of these forms of violence.

KFACC Beliefs

- 1 All persons have the right to lives free from violence and the threat or fear of violence.
- 2 Victims of partner abuse and sexual violence are entitled to intervention and support regardless of where or when the violence occurred, and regardless of the nature or duration of the relationship between the victim and the offender.
- 3 Partner abuse and sexual violence are criminal issues. Perpetrators of these types of violence must be held accountable for their actions to the full extent of the law.
- 4 Partner abuse and sexual violence are complex issues with many contributing factors. Both types of violence occur regardless of socio-economic status, class, age, sexual orientation/preference, occupation, mental health status, citizenship status, ability, spiritual beliefs, language, race, culture or ethnicity.
- 5 The primary dynamic of partner abuse and sexual violence is power and control: the offender uses intimidation, threats, humiliation and pain to establish control over his victim. Whether a one-time occurrence or part of an ongoing relationship, the dynamic of power and control makes it difficult for some victims of partner abuse and sexual violence to reach out for help and/or to end their relationship with the offender.
- 6 The development and implementation of a coordinated plan for a comprehensive community-based service delivery system is one of the most effective approaches to partner abuse and sexual violence. No single organization has the resources or mandate necessary to address the multiple and complex needs of the victims of partner abuse and sexual violence, their children, and offenders.
- 7 Victims of partner abuse and sexual violence should be active participants in the development and delivery of any services. A participatory approach to service delivery empowers clients, ensures that the client's priority needs are addressed, and promotes cooperation and collaboration between service users and service providers.
- 8 The unique experiences of children who have witnesses partner abuse, or any other forms of domestic violence, must be given due consideration and attention during the development and implementation of any service delivery strategy.
- 9 Coordinated community and law enforcement response systems are one aspect of the multipronged, long term solution to ending partner abuse. Education, advocacy, social action, and other preventative measures are essential components of any collaborative strategy to eradicate partner abuse and sexual violence.

KFACC History:

In 1983, a small group of professionals and service providers established the Coordinating Committee Against Domestic Assault on Women (CCADAOW). They formalized their commitment to create a comprehensive network of services for victims of partner abuse and their families.

For the next 20 years, representatives from the law enforcement and justice, shelter and housing, health, mental health, and counselling support sectors worked together to:

- build effective, cooperative relationships;
- better understand one another's responsibilities and challenges;
- share information, resources and expertise;
- improve their understanding of the issue of partner abuse; and,
- enhance the network of services available to victims of partner abuse and their families.

Their efforts culminated in 2003 with the development of a Partner Abuse Protocol, outlining best practices for providing a collaborative response to victims of partner abuse.

In 2005, the Coordinating Committee expanded to include members working with victims and survivors of sexual violence, and the name was officially changed to the Frontenac Domestic and Sexual Violence Council.

This group evolved into the Kingston/Frontenac Anti-Violence Coordinating Team, now the Kingston Frontenac Anti-Violence Coordinating Committee (KFACC).

Since that time, KFACC has undertaken several initiatives to support service providers and better respond to the needs of those that have experienced sexual or domestic violence:

- Collaborative Service Delivery Site Business Case Discussion Paper (Nov. 2009)
- A Coordinated Response to Child Abuse Investigative, Justice and Community Services for the City of Kingston and Frontenac (October 2009)
- Collaborative Service Delivery Site Business Case Discussion Paper (Nov. 2009)
- Communications Strategy (2010)
- Lunch and Learn (started 2015)
- Sexual Assault Protocol (2014 Revised) and Partner Abuse Protocol (2014 Revised)
- KFACC Steering Committee Terms of Reference (July 2015)
- Child Abuse Program for Kingston and Frontenac (2015)
- Kingston Youth Sexual Violence Prevention Assessment (May 2015)
- KFACC website launched, with a full update (2016)

- Development of Online Protocol Training Tool 2016
- Launch of Online Protocol Training 2016 - 2017
- A Trauma-Informed Justice System: Understanding the Neurobiology of Trauma, full day training presented by Dr. Lori Haskell May 30, 2016
- Working Effectively with Media: train-the-trainer session with Pam Cross, Oct.13, 2017
- Human Trafficking Knowledge Exchange, January 19, 2018
- Safety Planning Risk Assessment Forms (posted online and downloadable) developed in English, French and Arabic that can be filled out and taken from agency to agency for clients and agency workers
- Principles to Practice: Applying Our Anti-Racism Anti-Oppression Principles in Our Anti-Violence Work - ARAO 2-day training for agencies with Beth Jordan — June 2018
- KFACC three-fold brochure and poster printed and out to the Agencies and also on the website for download, November 2018
- KFACC SA/DV Protocol & Risk Management Training Session November 26/28, 2018 and February 13, 2019 – An opportunity to hear from a cross section of agencies and providers and learn applied knowledge about the sexual assault/domestic violence protocol and risk assessment created for our community. As well hear from Family and Children Services about new legislation.
- Social Media and Smart Technology Safety Planning: Mitigating Risk for Clients Training Session. March 19, 2019
- Effective Use of Social Media for Agencies: Protecting Staff and Social Agencies. March 26, 2019 - How the rise of smart home technologies and social media have increased risks of violence in intimate partner relationships, how staff can help mitigate these risks and also how agency staff can personally protect themselves and their agency from violence through technology.
- Smart Home and Smart Home Technology & Abuse brochures developed and available to/at the agencies in English and French.
- 2SLGBTQQIA+ An Inclusion Workshop for Service Providers in the Anti-Violence Sector, October 8, 2019
- KFACC Allied Online Response Summer: Social Media Campaign to address IPV during COVID, Ongoing 2020
- KFACC Social Media Policy, July 2020
- Advanced Virtual Training — Compassion Fatigue, Secondary Trauma & Moral Distress, October 8, 2020