Men and Boys Violence Prevention Project: Informing a Government of Alberta Action Plan to Engage Men and Boys to Stop Violence Against Women

A Partnership between
Shift: The Project to End Domestic Violence and
the Government of Alberta, Family and Community Safety Branch

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THE PROJECT TO END
DOMESTIC VIOLENCE

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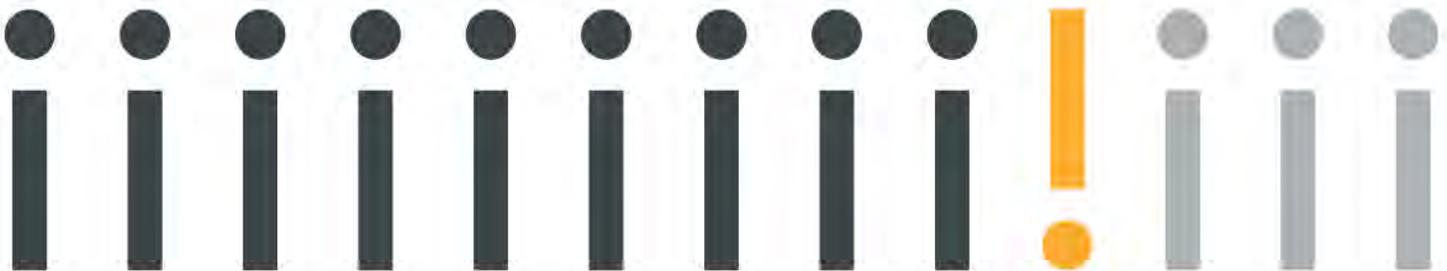
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Authors' Note
The authors feel that at this moment in Alberta, Canada we need to better support men and boys to play a positive role in the movement to end violence against women. For this reason, a specific focus on positive engagement of men and boys is necessary. However, we envision this report as an *interim* strategy because once men have been invited into the movement in positive ways, they can be included in a more general strategy to engage *all* genders in violence prevention. In this sense, engaging men and boys is a bit like preferential hiring or reverse discrimination policies – that is, something that is needed for a period of time to redress a particular oversight or injustice, but is relinquished once that issue has been addressed.

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Important Note from Shift: Setting the Context for the Report

At this moment in Alberta, Canada, we all have an opportunity to better support men and boys to play a positive role in the movement to end violence against women. For this reason, we have proposed recommendations specific to the Government of Alberta to inform the development of their Action Plan to positively engage men and boys to advance gender equality and promote healthy masculinities in order to stop violence against women. However, we envision this report as an *interim* strategy because once men have been invited into the movement in positive ways and they become true allies and leaders in stopping violence against women, they can then be included in a more general strategy to engage *all* genders in violence prevention. As a result, this report was written with the following assumptions in mind:

- That the work with men and boys must be done in partnership with women's organizations. All genders must be engaged to achieve gender equality and stop violence against women.
- Funds must not be taken away or diverted from existing women's organizations in order to advance an engaging men and boys strategy. New funds and resources must be found.
- Violence against women and girls is a human rights violation. As such, this work must be informed by a human rights based approach in order to empower all genders to claim their rights and to ensure accountability of individuals and institutions who are responsible for respecting, protecting and fulfilling rights.
- Experiences of masculinity are affected by class, location, ethnicity, cultural background, sexuality and many other factors. We need to reflect this intersectionality in our analysis, funding, program design and evaluation strategies.
- We live in a patriarchy that reinforces structural inequities and reinforces violence against women. We therefore must work towards dismantling the existing structures and norms that breed men's sense of entitlement and maintain their privilege, power and control over women.
- Gender equality is in the best interest of everyone.

This report is written with the intention of: 1) changing the discourse on men and boys from perpetrators to allies and violence disrupters: 2) promoting the inclusion of men and boys in efforts from which they have been largely absent, and 3) promoting the use of research and evidence to inform our violence prevention approach. Shift believes that working with men and boys can have a positive, transformative impact, not only on the lives of women and girls, but also on the lives of men and boys. Shift is committed to advancing this area of research and invites you to contact us to continue the dialogue and learning.

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1.0 Executive Summary

1.1 Background

Worldwide, there is growing recognition that men and boys can be key allies in preventing violence against women and girls.[1] Increasingly, public and non-profit organizations in Alberta are also coming to understand the importance of engaging men and boys as leaders and partners in helping to end violence against women. In 2013, with the release of its new family violence framework (*Family Violence Hurts Everyone: A Framework to End Family Violence in Alberta*), the Government of Alberta (GOA) identified "engaging men and boys to promote gender equality, respect and healthy relationships" as a key priority.

In May 2014, the Government of Alberta partnered with *Shift: The Project to End Domestic Violence*, Faculty of Social Work, University of Calgary to develop a robust, evidence-informed provincial Action Plan to engage men and boys in preventing violence against women. This report offers highlights and recommendations from the research and consultations undertaken by Shift to inform the development of the Action Plan, including:

1. Findings from the academic and practice research related to engaging men and boys in violence prevention;

2. Themes from interviews conducted with 24 Alberta leaders and service providers engaged in this work; and,

3. Findings from a systematic electronic scan (with supplementary telephone consultations) of programs and services designed to engage men and boys in primary prevention in Alberta.

1.2 Highlights from the Literature

Research suggests that the Government of Alberta should focus investments on policies, programs and initiatives that help *non-violent* and *healthy* male leaders to:

Model and advocate for gender equality and healthy masculinities, and bring other boys and men on board to leverage positive male influence to prevent violence against women. Gender inequality and violent masculinities are two important root causes of violence against women – ones that *must* be addressed with the help of men and boys. Research shows that, while most men do not agree with violence against women, they generally remain silent about it and do not challenge sexism and stereotypical beliefs about masculinity that perpetuate this type of violence. Particular types of programming for boys that are led by healthy men and near-peers can foster the development of healthy masculinities that support gender equality and non-violence in word and deed. Implementing policies concurrently that focus on reducing gender segregation in the labour market and in the home, like the inclusion of paternity leave policies, has also been shown to reduce gender inequality. Social marketing campaigns may also help to shift gender norms and make it easier for men to challenge social norms that promote or condone violence against women.

Assist in teaching other men and boys the skills required to enjoy healthy relationships with their intimate partner. Building and sustaining healthy intimate partner relationships requires a range of skills, including the capacity to treat others with respect, engage in peaceful problem solving, communicate feelings and needs, and hear and understand the feelings and needs of others. While developing the capacity for healthy relationships is a key strategy for all genders, skill development is especially critical for men and boys at two key life stages:

a. As adolescents: The patterns that are set in a boy's early dating experiences can serve as a foundation for his relationships with intimate partners throughout his life. Therefore, it is critical that boys are supported to develop healthy, reciprocal, gender-equal relationships with girls.

b. As fathers: Building fathers' capacity to develop healthy relationships with their children not only enhances positive, engaged parenting and reduces the risk of child maltreatment, but also sets children on a developmental trajectory toward healthy, non-violent relationships throughout their lives, thus contributing to violence prevention in the next generation.

Cultivate the skills and capacity required to safely and effectively challenge and disrupt violence against women. While most men do not condone violence, many are also not equipped to intervene in safe and effective ways. Sometimes this is because they are not attuned to risk markers; sometimes they lack knowledge about the association between the use of degrading and violent language about women and the perpetration of violence; and sometimes they simply do not know how to intervene. Thus, raising awareness and equipping men and boys with the skills to stop violence against women is critical. Research shows the efficacy of bystander education initiatives is enhanced when the larger socio-cultural environment and/or systems are also strengthened to prevent violence against women. Supporting boys and men to become allies and violence disrupters, rather than focusing on them as perpetrators or potential perpetrators, is critical to a men and boys' engagement strategy.

In addition to investing in social marketing campaigns along side evidence-informed engagement efforts and violence prevention programming for boys and men within these three content areas, policies, messaging and skill development on gender equality, non-violent norms and healthy masculinities, healthy relationships, and violence disruption should also be embedded in settings where men and boys already congregate, where they **work, learn, recreate, worship and socialize**, so that our efforts will have a much broader reach. These settings, described in this paper as entry points, can include schools, workplaces, sports venues/programs, health care settings, the military and fatherhood programs.

1.3 Highlights from the Alberta Interviews

Interviews with 24 key leaders and service providers in Alberta suggest that there is a high level of interest in working with men and boys to reduce and prevent violence against women, but efforts in this area are significantly hampered by a lack of funding, capacity and leadership. The following themes emerged from the stakeholder interviews:

- Key leaders and service providers in Alberta are eager to engage men and boys in violence prevention activities, but lack the organizational capacity to deliver effective programming and supports for men and boys.

- Male leadership on this social issue is lacking, and we need more competent men to actively influence attitudes, norms and behaviours. Recruitment of influential male leaders who strongly support gender equality and oppose violence against women is crucial to engaging a larger number of men and boys in violence prevention in Alberta.

- Engaging men in violence prevention initiatives can be challenging due to the stigma associated with the dominant discourse (i.e., men are seen as perpetrators) and the female-occupied nature of the human services sector.

- Work in this area has generally been implemented in a piecemeal fashion because Alberta lacks strategic vision and leadership at a provincial level, and very few dollars have been directed to this area.

- Lack of sustainable funding for men's and boys' initiatives is seen as a significant barrier to program design, implementation, evaluation and scaling.

- The majority of current activity at the local level is organized around crisis response and victim services for women. Where men are engaged, it is more often as perpetrators or at-risk individuals than as agents of primary prevention. Parenting services throughout Alberta also tend to focus on mother-child relationships, and are not fully engaging fathers and/or co-parents.

Overall, the interviews suggest that there are key leaders, organizations and community initiatives dispersed throughout Alberta that see the need for development in this area and are interested in being part of this change. They acknowledge that this work is long-term, and suggest that capacity building in this area will require investing in organizational development, support for collaboration, and a commitment to education to advance best and promising practices to engage men and boys in violence prevention.

1.4 Highlights from the Alberta Environmental Scan

A systematic electronic scan ("e-scan") with supplementary telephone consultations was conducted from July-September 2015 in order to: 1) provide a current inventory of best and promising programs, practices and initiatives in the province of Alberta that engage men and boys in *primary* prevention efforts; 2) identify gaps in services both at the programmatic and geographic level; 3) understand where evidence is strong and can be scaled up, and where program/evaluation support is needed; and 4) identify infrastructure (people, policy, organizations, initiatives, resources) that can potentially be leveraged to partner and deliver a comprehensive strategy to engage men and boys in violence prevention, with the goals of preventing violence against women and advancing gender equality. Highlights from the scan include:

- The number of evidence-based (n=1) and promising practice (n=6) primary prevention programs operating in Alberta was small compared to the number of programs in

development (n=16). Thus, the majority of men's and boys' primary prevention programs operating in the province currently have no evidence of effectiveness.

- The geographic reach of evidence-based, promising practice and emerging programs is insufficient to serve the needs of men and boys in the province. Programs engaging men and boys are not reaching rural populations, with communities north of Edmonton particularly underserved.

- The majority of identified programs focused on building healthy relationships. The second most common areas of focus were healthy masculinities and social-emotional learning. A minority of programs focused on domestic violence prevention or advancing gender equality. Thus, training on the intersection of these issues and how they are linked to root causes of violence against women is needed to guide the work forward.

- There is a large discrepancy between program focus areas as stated in publically available program documentation and stakeholders' perceptions of their program focus areas. Ensuring knowledge of, and common language around, root causes of violence against women, as well as program design and evaluation to demonstrate effectiveness in these areas, should be a priority, so that key players in Alberta are using relevant and mutually understandable terminology and research when describing their work.

- Over half of all identified programs were focused on boys; this focus is promising for primary prevention and should be scaled province-wide. There are currently programming gaps for adult men, especially for fathers and diverse men.

- In the places where men and boys spend the majority of their time, almost no evidence-based or evidence-informed programs are available to promote primary prevention of domestic violence or promotion of healthy relationships. There is a need to invest in targeted programs in workplaces, places of worship, sporting and amateur sports, and schools in Alberta.

- Although program offerings are geographically limited, policies and community initiatives exist across the province that have the potential to meet the needs of a greater population of men and boys. Leveraging the Family and Community Support Services (FCSS) infrastructure and other local funders (like United Way) to lead and support local initiatives is critical to advancing the work, and is already starting to happen in two key jurisdictions (Calgary and Edmonton-Evergreen).

Overall, these findings suggest that efforts to engage men and boys in evidence-based violence prevention initiatives are in their infancy and additional resources are required to plan, develop, initiate, sustain, and evaluate programs. Investment in rural, remote and small communities is needed, along with programming and support for diverse men and programming at earlier stages of intervention (in order to promote gender equality and healthy masculinities at key stages in children's development). Given the need for programs that also focus on early intervention (i.e., before adolescence), fathers need to be seen as a critical part of a violence against women prevention strategy. Results of the scan indicate that infrastructure to support a comprehensive strategy is in place throughout most of Alberta, and that the government should invest in education, resources and training that build capacity among these infrastructural

stakeholders in order to better leverage these diverse settings, leaders and groups. Funding for program design and evaluation must be a priority where there is already momentum and leadership.

1.5 Recommendations to Inform a Provincial Action Plan to Engage Men and Boys to Stop Violence Against Women

Findings from the literature, interviews and environmental scan serve as a basis for developing a provincial Action Plan, designed to address identified gaps, build on opportunities, and foster an evidence-informed approach to engaging men and boys to advance gender equality and prevent violence against women in Alberta.

We recommend that the Government of Alberta commit to developing and implementing a whole government approach to the primary prevention of violence, with specific attention to engaging men and boys in developing healthy masculinities, becoming allies, and learning how to disrupt and stop violence against women. This approach should be built on principles of gender equality and operate from an ecological and multi-systemic model, in order to maximize individual, social and cultural change. This work must be done in partnership with key community leaders, organizations and institutions throughout Alberta in order to achieve lasting change. Specifically, we recommend that the Government of Alberta:

1. Commit to strong government leadership with an operational infrastructure that includes inter-departmental collaboration, full time dedicated staff and the development of an internal strategic plan to support comprehensive policies and program funding for men and boys' violence prevention. Primary prevention should be a key priority area of activity across government policies and practices, while building strong linkages with secondary and tertiary areas of prevention work to ensure a continuum of services are available across Alberta.

2. Rewrite the Education Act and mandate curriculum to ensure it's based on a human rights approach that builds values and skills on advancing and reinforcing gender equality, builds social and emotional learning and competencies, supports healthy sexuality and critical media literacy, and supports the promotion of healthy masculinities and bystander skills. There also needs to be standards and measures attached to contracts with school divisions to ensure implementation. Students' progress could be monitored according to benchmarks for gender equality, social skills and emotional well-being, similar to those developed for literacy and numeracy. Educators will need to be trained, schools need to commit to whole school approaches and school jurisdictions need to develop policies to this effect.

3. Develop a comprehensive fatherhood action plan that includes father friendly policies and investments across the prevention continuum. Several Nordic countries have increased father involvement and leveraged this approach as a vehicle to advance gender equality in the home and in the workplace. These policies have been accompanied by other policy changes that will be required such as increased publicly-funded child care, opportunities to have more flexibility in the scheduling of work hours, and work cultures that support fathers' efforts to give priority to their involvement with

their children. To advance this recommendation, use the Federal-Provincial-Territorial (FPT) Group on Family Violence as a mechanism to introduce paternity leave for fathers. This leave should be over and above the currently existing 35-week parental leave. Evidence indicates that parental leave that is specific to fathers and not transferable to mothers leads to a more gender-equal division of domestic work and childrearing, which advances gender equality.

4. Commit to the design and implementation of a gender equality plan that is based on best and promising practices. This strategy should not just be about bringing women into spheres traditionally occupied by men (e.g., the workplace), but also about bringing men into spheres traditionally dominated by women (e.g., social programs, parenting programs, etc.). The gender equality plan must cultivate and promote healthy forms of masculinities and identify specific outcomes and measures (indicators) of gender equality.

5. Commit to developing a workplace accreditation program[*] and process that recognizes workplaces that are taking active steps to prevent and respond to violence against women. The Government of Alberta should be the first organization to go through the accreditation process.

6. Create and invest in a 'community of practice' – by regularly bringing together researchers, service providers, and policy staff to build capacity around men and boys engagement by ensuring dissemination of the latest research and by keeping the field up-to-date with emergent evidence-informed policy and practices.

7. Prioritize capacity-building among government and the human services workforce by developing and implementing comprehensive training on primary prevention and components of best and promising programs, policies and practices that: reinforce and advocate for gender equality; promote and build healthy behaviours in relationships; promote healthy masculinities; and, teach non-violent men and boys the skills required to challenge violent masculinities and sexism.

8. Invest in new research that will: 1) help us understand how to best leverage the settings and institutions where men naturally congregate (specifically, the creation of practical guide books on the effective components of engaging men and boys in violence prevention) and to investigate the specific efficacy of these proposed components, and 2) support Canadian research on bystander programming in the post-secondary environment as a tool to prevent violence against women.

9. Fund and support municipalities to partner with key community organizations, leaders and institutions to develop and implement *local* Violence Against Women prevention plans that advance a community development approach to engage local leaders, systems and programs in collective impact and change. Create a set of criteria that is

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[*] Please see White Ribbon Australia's Workplace Accreditation Program as an example: http://www.whiteribbon.org.au/workplaces.

evidence-informed for communities to use in their development process, including a specific plan to engage men and boys in violence prevention.

10. Fund existing momentum and leadership that is on the ground. In our e-scan, we found 1 best practice program, 6 promising practices, and 16 programs "in development", along with many provincial and local initiatives advancing a primary prevention approach that are already operating throughout the province. The Government of Alberta needs to help these organizations and community initiatives scale best and promising practices and better support the 'in-development' programs with research, evaluation, and capacity building in order to understand what works in the Alberta context. The investment in primary prevention programs with men and boys must align with the following criteria developed by the NSW Government in Partnership with the University of Sydney. Programs should include: aiming to prevent violence before it occurs; aiming to specifically engage men and boys as part of a wider strategy of prevention; targeting the social determinants of violence such as socioeconomic status, cultural background, sexuality and ability; using a multi-systemic approach to primary prevention; clearly demonstrating adherence to recognised best practice education or other prevention activity standards; framing work with a commitment to human rights and social justice; being embedded within a broader sectorial/community response, as demonstrated by close integration with other services; having clear objectives and strategies to meet those objectives; and, having a clearly articulated plan for evaluation. In addition, program development must be in consultation with targeted subpopulations of men and boys, so that they maximize effectiveness and geographic reach.[2]

11. Make a significant investment in a comprehensive, multi-faceted social marketing strategy that is evidence-informed and focused on men and boys. This strategy must be connected to the women's sector and community-based organizations already doing work in this field. The Government of Alberta can leverage the huge success of the Alberta Family Wellness Initiative (AFWI) that connects early brain and biological development and children's mental health with addiction research, prevention, and treatment. The AFWI has been successful in translating current research into sound policy and practice on behalf of Alberta families. The AFWI funded and worked closely with the Frameworks Institute to help craft an evidence-informed communications strategy to make research accessible to policy makers and the public. We recommend that the Government of Alberta replicate this strategy in order to build a comprehensive communication and marketing strategy that is Alberta-based, and is focused on moving the conversation away from the idea that all men are potential perpetrators of violence against women toward the idea of healthy men being allies and catalysts in ending violence against women.

12. Actively work in partnership with the private sector, non-profit sector, and philanthropic sector (e.g., United Way, Community Foundations, etc.) to leverage opportunities for local funding and capacity building to advance this area.

Lastly, the Government of Alberta can make some quick investments today. We recommend the government immediately:

1. Bring together key researchers, leaders, service providers, and policy staff to consult on the proposed recommendations for feedback and strategic direction.

2. Fund the development of a curriculum to build organizational capacity and readiness both within and outside government to develop effective policies and practices to engage men and boys in stopping violence against women. Develop an expert workforce on primary prevention and gender equality.

3. Scale best and promising practices that are already operating in Alberta, with a focus on adolescence (including both universal programs and those targeted specifically to boys) and fatherhood. Prioritize underserved areas and populations.

4. Support program development and evaluation with those programs that are 'in development'. Depending on the status of the program, invest in developmental, formative/process and/or outcome evaluation to ensure that appropriate evaluations are conducted so that multifaceted learnings about this work can be harvested and shared. Ultimately, we need to know what works in the Alberta context.

5. Support local leadership by working with FCSS programs/municipalities to fund, partner and support local violence against women prevention plans that must include a strategy to engage men and boys in violence prevention.

6. Create an advisory committee with key leaders throughout the province to oversee an investment into the Frameworks Institute to develop a comprehensive social marketing strategy targeted to men and boys.

Overall, this Action Plan **must** also be embedded within a broader, population-based approach to advancing gender equality and stopping violence against women, and must be seen as an interim strategy[†] that is integrated into existing systems and structures in order to complement the work already happening throughout government and community. The Government of Alberta can be a leader in this area, investing in the well-being of all Albertans through effective and cost-efficient policies and practices to prevent violence against girls and women. Overlooked for too long, men have an important role to play in creating a safer, more peaceful province. This report puts forward recommendations for ways to capitalize on this important opportunity, and engage men and boys in violence prevention. Reducing rates of violence against women in Alberta will require significant leadership, commitment and long-term funding from the Province. Albertans are ready. The time is now.

[†] The authors feel that a specific emphasis on men and boys is warranted because men and boys have been largely absent from playing a positive role in the movement to end violence against women (i.e., they have generally been cast as perpetrators and have not been included as potential allies, change makers and violence disruptors). For this reason, a specific focus on positive engagement is necessary at this time. However, we envision this as an *interim* strategy because once men have been invited into the movement in positive ways, they can be included in a more general strategy to engage *all* genders in violence prevention. In this sense, engaging men and boys is a bit like preferential hiring or reverse discrimination policies – that is, something that is needed for a period of time to redress a particular oversight or injustice, but is relinquished once that issue has been addressed.

2.0 Introduction & Background

Violence against women[‡] continues to be widespread in Canada: half of all Canadian women have experienced at least one incident of physical or sexual violence since the age of 16.[3] The violence against women experience within intimate relationships also tends to be more severe than the violence experienced by men: intimate partners commit 45% of violent crimes against women but only 12% of violent crimes against men,[4] and, of the 89 police-reported spousal homicides in 2011, 76 of the victims (over 85%) were women.[5] On average, a woman in Canada is killed by her intimate partner every six days. Prevalence of violence against women is particularly alarming in Alberta, where we have the second highest rate in the country.[6]

Consequences of experiencing non-lethal intimate partner or sexual violence include stress, depression, injury and homelessness,[7] although the negative impacts of violence against women are not limited to women; children who witness violence can experience a range of behavioural, physical and mental health problems, including anti-social, delinquent, aggressive and violent behaviours, as well as post-traumatic stress disorder, depression and self-harm.[8] Exposure to violence as a child is also associated with increased risk of abuse perpetration or victimization as an adolescent and adult – which means the cycle continues.[9]

Given the enormous negative consequences of violence against women, prevention and early intervention is critical, and men and boys have an important role to play in these efforts. While traditionally the role of men has been largely limited to "perpetrator," a historic shift is underway. Increasingly, men are being seen as key allies and change-makers in violence prevention.[10] Furthermore, while there are many intersecting root causes of violence against women, two that are related to gender – gender inequality and violent masculinities[§] – must be addressed with the help of men and boys. Men and boys are agents of change, and this power can be mobilized and supported to great effect in the pursuit of gender equality and violence prevention.

Research emphasizes the involvement of men and boys as a key violence reduction strategy.[11] Although most men do not use violence,[12] men and boys often have the influence and resources to "send powerful messages about relationships, violence, and power,"[13] and the potential capacity to promote healthy forms of masculinity and disrupt violent behaviours. When supported to develop the requisite motivation, attitudes and skills for violence

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[‡] Violence against women includes intimate partner violence, sexual violence, sex trafficking, and a wide range of other types of abuse suffered by women around the world (United Nations General Assembly, "Declaration on the Elimination of Violence against Women," 85th Plenary Meeting, 20 December 1993, http://www.un.org/ga/search/view_doc.asp?symbol=A/RES/48/104). See also Section 2.2.

[§] For the purpose of this paper, violent masculinities are described as ones that justify and naturalize male power and the subordination of women. In addition to a subtle or overt sense of gender superiority, traditional characteristics associated with violent masculinities include being tough, unemotional, powerful, dominant, uncompromising, self-reliant and aggressive. Violent masculinities include hyper-masculinity (the belief that violence is manly), which is associated with sexual and physical aggression against women and is common in places where men congregate and dominate, such as sports, prisons, and the oil fields. Violent masculinities can also include characteristics such as being subtly or overtly homophobic, hyper-sexual, or racist. (For a complete definition with references, please see Appendix 1)

prevention, men and boys can play important roles as violence disrupters, positive role models, near-peers, engaged parents and influential leaders.[14]

Engaging men and boys means** working with them to support their capacity (both the will and skill) to: 1) develop and maintain healthy, non-violent relationships; 2) develop and maintain the values, attitudes and behaviours consistent with gender equality and non-violent masculinities; and, once they have achieved these goals, 3) play an active role in preventing or stopping violence against women. This work requires an understanding of men and boys' unique contexts and perspectives, and involves supporting, developing and building on their strengths so that they can be healthy allies, leaders, partners and violence disrupters.

Clearly, men and boys are major players in advancing gender equality and preventing violence against women; however, many men stay silent on these issues. In order to support their role as change makers, men and boys need the awareness, attitudes and skills to recognize and reduce violence within their own environments.[15] This capacity development can be supported both through direct violence prevention programming *and* by ensuring that messaging and skill building related to gender equity and equality, healthy relationships and violence disruption are embedded into the contexts in which men currently congregate – the places where they live, learn, work and play.

Work with men and boys can have a positive, transformative impact, not only on the lives of women and girls, *but also on the lives of men and boys*: there is a much broader spectrum of positive roles for men and boys to play than non-perpetrator of gender-based violence. These roles not only prevent and reduce violence against women, but also improve the lives of men and boys by freeing them from harmful and limiting aspects of masculinities.[16]

This report is intended to support the development of a comprehensive government Action Plan for engaging men and boys in violence against women prevention in Alberta. It presents findings from research conducted by *Shift: The Project to End Domestic Violence* (www.preventdomesticviolence.ca) in partnership with the Government of Alberta's *Provincial Lead to Engage Men and Boys in Violence Prevention,* including: a literature review; findings from a series of interviews conducted with 24 leaders and service providers who are engaged in this work across Alberta; and an environmental scan of related programs and initiatives in Alberta.

Findings from the literature highlight key principles, and emerging/promising practices, for engaging men and boys in violence prevention. Results from the Alberta environmental scan and key informant interviews paint a picture of the landscape in Alberta, including strengths and gaps specific to our province. Together, these findings help to identify key considerations for the design of a 'Made in Alberta' plan to engage men and boys as allies to promote gender equality, respect and healthy relationships, with the goal of ending violence against women.

** For this and other definitions of terms used in this report, please refer to Appendix 1.

This report puts forward recommendations for ways to capitalize on this important opportunity, and engage men and boys in violence prevention. If acted upon, these recommendations can help to prevent violence against women in Alberta and support healthier sociocultural environments for *all* citizens.

2.1 GOA-Shift Partnership

This report is the product of a partnership between the Government of Alberta (GOA) - Ministry of Human Services (Family Violence Department) and *Shift: The Project to End Domestic Violence*. Located in the Faculty of Social Work at the University of Calgary, Shift aims to significantly reduce domestic violence through a primary prevention approach, working in partnership with government, researchers, community-based organizations and civil society. Primary prevention means identifying root causes of violence and taking action to build resilience and prevent problems before they occur. For violence against women, primary prevention involves working across whole populations to address the attitudes, practices and power differentials that drive this violence.

The partnership was initiated to support the Government of Alberta's 2013 Family Violence Prevention Framework (*Family Violence Hurts Everyone: A Framework to End Family Violence in Alberta*), with a goal of developing a provincial plan and investment strategy to engage men and boys in violence prevention. The Government of Alberta's Family Violence Prevention Framework includes the following five broad strategic priorities:

1. Strengthen efforts to prevent family violence across the lifespan.

2. Enhance services, supports and the justice response for victims and offenders of family violence.

3. Partner with Alberta's diverse communities to prevent family violence.

4. Promote family and community safety through policy, legislation and public engagement.

5. Evaluate, measure and demonstrate collective success.[17]

While these priorities are interconnected and mutually reinforcing, the development of an *Action Plan to Engage Men and Boys to Stop Violence Against Women* primarily falls within Strategic Priority number one ("Strengthen efforts to prevent family violence across the lifespan"). The goal identified for that priority is to "Promote gender equality, respect and healthy relationships," and the provincial strategy is to "Develop, promote and support a comprehensive provincial strategy to engage men and boys in family violence prevention."[18]

Shift was engaged to support the Government of Alberta with research and Alberta-specific data to inform the development of a provincial Action Plan for men and boys. To this end, Ken Froese was seconded to Shift in 2014 as the *Provincial Lead to Engage Men and Boys in Violence Prevention*. In addition to supporting the research, the position was created to ensure that the voices of key stakeholders throughout Alberta were embedded in the Action Plan, and that the research findings were viewed through an Alberta lens.

2.2 Violence Against Women

This report focuses on stopping violence against women. As defined by the United Nations, violence against women includes intimate partner violence, sexual violence, sex trafficking, and a wide range of other types of abuse suffered by women around the world.[19] It is important to note that men and boys are also victims of intimate partner violence (IPV)[††], sexual violence and other types of abuse. Indeed, violence cuts across demographic groups, and all genders can be a victim or a perpetrator. However, evidence shows that the majority of IPV and sexual assault victims are women. For example, of the 89 police-reported spousal homicides in Canada in 2011, 76 of the victims (over 85%) were women.[20] Women are also three times more likely than men to be killed or to be sexually assaulted, choked, beaten or threatened with a weapon by their partner.[21] Finally, intimate partners commit 45% of violent crimes against women, and only 12% of violent crimes against men.[22]

2.3 Focus on Primary Prevention

Shift is a primary prevention initiative. As such, the key focus for this research has been to understand the *root causes* of violence against women and identify policies, programs and supports that address those causes so that we can stop violence before it starts. Primary prevention involves working across whole populations to address the attitudes, practices and power differentials that drive violence against women. In addition to the obvious individual and social benefits associated with primary prevention, there are significant financial benefits, as addressing violence after the fact is very costly. A conservative estimate puts the costs of basic supports for Alberta women who have fled an abusive situation at $600 million over the past five years.[23] This figure does not include the cost of emergency services for women who remain in, or are unable to leave, abusive relationships.[24] Annually, the Family Violence Prevention and Homeless Supports Division of Human Services invests approximately $70 million in crisis services for women, children and families.[25] Fortunately, prevention is incredibly cost-effective. Investment in quality prevention could return as much as $20 for every dollar invested.[26] And, a recent Alberta study found that the benefits of programming for prevention outweighed the costs of violence against women by almost 6:1, generating net cost-benefits of over $54 million from an investment of $9.6 million.[27]

It is important to note that this emphasis on primary prevention is not intended to displace the importance of secondary/tertiary prevention and/or long-term supports: a *spectrum* of interventions and supports is required for a comprehensive approach, as outlined in Shift's adaptation of Cohen's *Spectrum of Prevention* (see below figure). Traditionally, however, government's focus has been on investing in crisis interventions. Given this, an emphasis on

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[††] Note: Because the primary focus of this report is on preventing intimate violence against women as perpetrated by men (including sexual, physical and psychological violence), we focus here on only this piece of the violence against women umbrella. As such, the terms violence against women and intimate partner violence are used in this report interchangeably, and refer to violence perpetrated by intimate partners. Intimate partners include opposite-sex or same-sex partners in current and former dating relationships, current and former common-law relationships, current and former married relationships, and persons who are the parents of one or more children, regardless of their marital status or whether they have lived together at any time (Alberta Justice, *Domestic Violence Handbook for Police and Crown Prosecutors* (Edmonton, AB: Government of Alberta, 2008)).

primary prevention is critical as it helps to balance out the full range of supports; for this reason, primary prevention is the main focus of this report.

Eight Levels of the Spectrum of Prevention[28]

Levels of the Spectrum	Description
Strengthening individual knowledge and skills	Enhancing an individual's capability and skills in non-violent means of resolving interpersonal conflict and preventing injury, crime and violence.
Promoting community education	Reaching groups of people with information and resources in order to promote healthy relationships and equitable gender norms.
Educating service providers and practitioners	Informing providers who will transmit skills and knowledge to others to disrupt and stop the violence.
Fostering coalitions and networks	Bringing together groups and individuals for broader goals and greater impact and to influence healthy social and community norms.
Mobilizing communities and neighbourhoods	Creating opportunities for community members to become agents of change – to plan and take action to transform their community and stop violence against women.
Cross-sector collaboration	Working collectively with law enforcement, education, medical, media, social services and other critical sectors to advance a shared vision and common agenda.
Changing organizational practices	Adopting regulations and norms to improve health and safety and provide leadership in diverse settings to support healthy relationships and disrupt violence.
Influencing policy and legislation	Developing strategies to change laws and policies in order to influence outcomes in social services, health, education and justice that support gender equality, healthy masculinities, and provide a strong social safety net for those who are vulnerable.

3.0 Methods

This report is based on three forms of research: a literature review, key informant interviews, and a provincial environmental scan. The methods for each are briefly outlined below.

3.1 Literature Review

A review of the literature (both academic and grey) was conducted to identify primary prevention initiatives[‡‡] in Western countries designed to reduce IPV through the engagement of men and/or boys. 'Engagement' was defined loosely to include initiatives designed to: 1) prevent participants' perpetration of IPV, 2) support men/boys in playing an active role to prevent or stop IPV, and/or 3) cultivate attitudes, norms and behaviours that create the conditions for violence prevention (e.g., norms related to gender equality and behaviours that support healthy relationships).

The search was conducted by combining terms associated with the relevant populations (e.g., *men, boys*, *males, fathers, immigrant, Aboriginal* etc.) along with terms describing relevant types of initiatives (e.g., *program, policy, practice, strategy, campaign* etc.) and terms related to relevant types of engagement (e.g., *engaging, involving, recruiting*). In addition, terms associated with entry points for engagement, as identified in an earlier Shift paper,[29] were searched in conjunction with the terms cited above (e.g., *fatherhood, sports, recreation, peers, bystander, mental health, workplace violence* etc.).

While not a systematic review, the search process was extensive, drawing on over 20 academic search engines in conjunction with relevant websites, including:

1. Websites of major organizations addressing or researching IPV

2. National government websites citing legislation, policy and frameworks related to IPV prevention

3. Best practice websites related to the prevention of IPV[§§]

Reference lists from seminal or frequently cited articles were also reviewed to identify additional articles that might qualify for inclusion.

Articles and websites were included in the review if they described an initiative that 1) was designed to engage[***] men or boys in the primary prevention of IPV perpetrated by men/boys against women/girls and 2) was implemented in a country that was culturally and economically similar to Canada (this included: the United States, Australia, New Zealand, the United Kingdom,

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[‡‡] For the purposes of this paper, an "initiative" is defined as a practice, policy, program, action, scheme, strategy, effort, or other type of undertaking in the field of IPV.

[§§] These included: the Australian Domestic and Family Violence Clearinghouse; Family Violence Prevention Fund; National Sexual Violence Resource Center; VAWNet Applied Research Forum; International Center for Research on Women, World Health Organization; U.S. Department of Justice: Office of Justice Programs; SAMHSA's National Registry of Evidence-based Programs and Practices; Blueprints for Violence Prevention; PPN Promising Practices Network; Child Trends; and the Centers for Disease Control and Prevention.

[***] Based on the definition of 'engagement' outlined above.

the Republic of Ireland, Denmark, Norway, Sweden, Finland, Iceland, and the Netherlands). Academic articles were also limited to those that had been published within the last 15 years. Primarily, article selection was guided by a review of the article abstract, and full text when needed (the exception to this were citations generated by Google Scholar, which were selected on the basis of their title only).

3.2 Key Informant Interviews

In-person and telephone interviews were conducted between November 2014 and March 2015 with 24 key informants from across Alberta, including nine community leaders, 12 service providers who had experience engaging men and boys in violence prevention programs, and three participants that were categorized as both a community leader and a service provider (see Appendix 2 for a list of participants). A combination of purposive and snowball sampling techniques was used to recruit interviewees. The initial list of potential interviewees was based on the collective knowledge of the Shift team; participants were then asked to identify others in the province who had experience working with men and boys in violence prevention (i.e., a snowball sampling method).

Interviews were based on two semi-structured interview guides (Appendix 3), one for service providers and one for community leaders. The questions were designed to elicit comments about challenges and gaps in the field of men's and boys' engagement in violence prevention, and to identify areas of readiness, leadership and momentum. Participants were also invited to make recommendations for the provincial Action Plan. The interviews were then transcribed and thematically coded. A data collection template (Appendix 4) was also used to capture information about specific programs (e.g., type of program; length/duration; target population, etc.). This program data was used to inform the environmental scan (see section 3.3).

3.3 Environmental Scan

A systematic electronic scan ("e-scan") with supplementary telephone consultations was conducted between July and September 2015. The research focused on primary prevention programs in Alberta that explicitly targeted men and boys in any of the following focus areas: domestic violence prevention, gender equality, healthy relationships, social-emotional learning (SEL) and/or healthy masculinities (see full Technical Report in Appendix 5 for definitions). The focus areas were guided by previous research conducted by Shift on primary prevention approaches that address root causes of violence against women.[30,31,32,33]

The purpose of the research was to: 1) Provide a current inventory of best and promising primary prevention programs, practices and initiatives engaging men and boys in the province of Alberta; 2) Identify programmatic and geographic gaps in services; 3) Understand where evidence is strong, and where further evaluation support is needed; and, 4) Identify infrastructure (people, policy, organizations, initiatives, resources) that can potentially be leveraged to deliver a comprehensive strategy to engage men and boys with the aim of preventing violence against women.

The scan included 71 sites throughout the province, which represented a residential population of almost three million people, or about 70% of the provincial population (see Appendix 5 for a list of the sites included in the e-scan). Using Google, the search was conducted by combining location names (e.g., Calgary) with a range of search terms that related to 1) Shift's entry points to engaging men and boys[34] and/or 2) root causes of violence against women identified in a prior literature review.[35,36,37,38] (for a full list of terms and in-depth description of search methods, please refer to the Technical Report in Appendix 5). A total of 12,141 pages of results were viewed, and links that seemed likely to meet the inclusion criteria were further explored to identify relevant initiatives and/or 'infrastructure'. For this study, only those initiatives that 1) targeted men and boys, 2) included at least one of the focus areas identified above, 3) could be classified as primary prevention, and 4) were embedded in a broader program and/or strategy (i.e., not a one-off) were included. All other initiatives were categorized as "other." (For a full list of initiatives, including those listed as "other," please refer to the Technical Report in Appendix 5). Based on level of evidence, the 23 included initiatives were then categorized as: evidence-based (n=1), promising practice (n=6) or 'in development' (n=16) (see Appendix 5 for definitions of these terms). Representatives from each program were subsequently contacted to gather further information and confirm the findings.[†††]

This research project was approved by the University of Calgary's Conjoint Faculties Research Ethics Board.

3.4 Limitations

Literature Review: The literature review focused specifically on IPV perpetrated by boys and men against girls and women. Therefore, IPV perpetrated by men or boys in same-sex relationships was not included. However, understanding violence within non-heterosexual relationships is critical to our understanding of how to engage men and boys in IPV prevention, and should be examined in subsequent studies. Similarly, initiatives related to sexual violence (not perpetrated by an intimate partner) were not included within the scope of this review due to budgetary and time constraints. Subsequent reviews should explore the linkages between engaging men and boys in IPV prevention and engaging them in sexual violence prevention. The review was also limited to countries that were culturally and economically similar to Canada. Therefore, relevant initiatives in countries outside the scope of our review may have been missed. In addition to limitations related to the parameters of the review, there are some limitations associated with the implementation of the review. In some cases, articles were selected for inclusion on the basis of the title alone, which may have led to the omission of relevant articles. Further, the review, while comprehensive, was not systematic and the evidence supporting each initiative was reviewed but not rigorously assessed. Thus, we consider this review a comprehensive scan of available grey and peer-reviewed literature exploring the perpetration of IPV by men and boys in heterosexual relationships, and the programs presented as case studies.

[†††] Note: For one of the programs, we were not able to confirm the focus area(s).

Key Informant Interviews: The research team identified key informants based on historical relationships and knowledge of leaders in Alberta. These individuals were then asked to provide additional names to contact. This 'snowball' sampling process may thus have missed stakeholders who are engaged in the work, but who were not known to Shift or to the individuals who participated in the interviews. We also acknowledge that our sample was somewhat small; however, key ideas were consistently repeated across interviews, indicating that the sample was sufficient to reach saturation (however, as acknowledged above, our sampling method was not systematic and therefore we may have missed some key stakeholders; thus, the ideas presented reflect only the perceptions of those stakeholders who participated in the study).

Environmental Scan and Telephone Interviews: Although our scan systematically searched selected locations for programs that fit our inclusion criteria, it is possible that some relevant programs were missed (e.g., programs that were not covered by our search terms or included locations; programs that did not have an online presence). However, both our list of search terms and list of locations was extensive, and so we feel we have included the majority of relevant best and promising primary prevention programs/practices in Alberta. In addition, online material was sometimes out of date and reported on programs that were no longer running. It is also possible that new programs did not yet have an established web presence, and therefore would have been missed by our search. Finally, we note that only one program was identified in a location of 10,000 residents or fewer, which could either indicate that smaller locations are underserved, or that local websites are not capturing activities in smaller constituencies.

4.0 Findings from the Literature Review[‡‡‡]

In the sections that follow, we present findings from the literature related to: 1) prevalence and consequences of violence against women; 2) root causes of violence against women; and, 3) promising practices for, and lessons learned about, engaging men and boys in violence against women prevention.

4.1 Violence Against Women in Alberta

Alberta has the second highest rate of self-reported spousal violence in the country.[39] As with other women in Canada, Albertan women experience more severe and injurious forms of violence than men. In 2009, female victims of domestic violence were three times as likely as males to report sexual assault, beating, choking, or threats with a weapon by their partner or ex-partner over the previous five years.[40] Province-wide, 71 women experienced stalking for every 18 men who did.[41] In Calgary and Edmonton, Alberta's largest cities, the ratio of female to male victims of IPV was 4.6 to 1 in 2011.[42] In terms of sexual offences, in 2011, 91 women reported victimization for every 3 male victims in Calgary, and 146 women reported victimization for every 12 male victims in Edmonton.[43] Aboriginal women are at even greater risk: based on self-reported data, Aboriginal women in Canada were almost three times more likely than non-Aboriginal women to report they had been a victim of spousal abuse in the past five years.[44]

An Alberta survey of men's attitudes conducted in 2012 suggests that a majority of men know that violence against women is wrong, and most (90%) feel that men and boys "should speak out on the issue."[45] Furthermore, almost everyone surveyed (99%) agreed that "men can personally make a difference in promoting healthy, respectful, non-violent relationships with women,"[46] and most (95%) said that fathers should teach their sons about healthy and respectful relationships with women. These statistics are heartening, and point to a readiness among men and boys that can and should be capitalized upon. Other statistics from the same survey, however, speak to the need for continued education and support. For example, almost 40% of Alberta men surveyed stated there are certain conditions in which a woman is at least partially responsible for being raped, and 13% said violence against women is "not as serious" if a man is angry and temporarily loses control.[47]

4.2 Risk Factors for Male Perpetration of Violence Against Women

The research on male perpetration of violence against women suggests child maltreatment (including childhood exposure to IPV) and the experience of other trauma, mental health issues, substance abuse, social marginalization and poverty, gender inequality, and violent masculinities are root causes of violence against women.[48] Thus, a comprehensive plan to prevent violence against women would need to address all of these intersecting risk factors at multiple levels in order to generate changes across the social ecology. This report, however, is focused on informing the development of an Action Plan for engaging a specific sub-set of the

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[‡‡‡] This section includes highlights from a more extensive research report that is currently being conducted by Shift.

population: men and boys. For this reason, we have narrowed the discussion to two of the root causes that are specifically related to gender: gender inequality and violent masculinities.

Gender inequality is a root cause of violence against women.[49,50] Conversely, equality between men and women serves as a significant protective factor: evidence from countries around the world indicates that male violence against women decreases with gains in women's equality.[51] The attitudes, behaviours and norms that support gender inequality stem from notions of masculinity that are rooted in power, dominance and control.[52] For this reason, gender inequality is closely tied to the issue of violent masculinities. Violent masculinities, also referred to as "negative," "extreme," "traditional," "dominant," and, in some circumstances, "hegemonic" masculinities, are those which justify and naturalize male power and the subordination of women.[53] In addition to a subtle or overt sense of gender superiority, traditional characteristics associated with violent masculinities include being tough, unemotional, powerful, dominant, uncompromising, self-reliant and aggressive.[54,55] Violent masculinities include hyper-masculinity (the belief that violence is manly); hyper-masculinity is associated with sexual and physical aggression against women and is common in places where men congregate and dominate, such as sports,[56] prisons,[57] and remote, male-dominated worksites such as the oil fields.[58] Violent masculinities can also include characteristics such as being subtly or overtly homophobic,[59] hyper-sexual,[60] or racist.[61]

The research is clear that men who strongly adhere to violent or negative forms of masculinity are more likely to maintain high degrees of control over their female partners and to perpetrate violence against women.[62] While traditional masculinity does not equate to violent masculinity, traditional masculinity may be "systematically open to violence – celebrating mediated violence, employing practitioners of violence, creating impunity, and supporting the institutional conditions of violence."[63]

It is important to note that violent or negative masculinities are harmful to men as well: men who closely adhere to these types of masculine ideals are more likely to suffer negative health consequences, including physical problems such as coronary heart disease,[64] and mental health problems such as antisocial personality disorders and substance abuse.[65] These consequences may have a disproportionate impact on men who belong to ethno-cultural minority groups, as these men often face barriers to achieving the kinds of success, such as wealth and status, that accrue to Caucasian men in Western society, and therefore may rely on adhering to traditional masculine norms in order to achieve social status within and outside their own communities.[66] Finally, we note that violent masculinities are not hardwired or biologically determined. Rather, they are learned and reinforced through socio-cultural institutions (such as school and family), through interpersonal relationships, through various forms of media, and through policies and legislation. Indeed, men face tremendous pressure to "be a man."[67,68]

Gender inequality and violent masculinities typically undermine the well-being of women and girls who, within these understandings, are assumed to be less valuable or deserving of rights, care and dignity. However, gender inequality and negative masculinities do not only impact women; they limit the potential of people of *all* genders because, in addition to condoning

violence, they inhibit relationships (intimate or otherwise) and oppress people of other gender expressions (e.g., members of LGBTQ communities).

In exploring social constructions of masculinities, it is important to understand that there is no single set of traits or behaviours that all men have or aspire to. Although men as a group face pressure to conform to certain notions of masculinity, individual men are still unique. It is also critical to acknowledge that, while "males represent the overwhelming number of perpetrators *and* victims of violence, it is not being *male* that's the problem. The problem is subscription to a culturally dominant form of masculinity that celebrates violence and enforces conformity through the threat of physical violence, including: taunting, bullying, assault, and murder."[69]

The good news is that non-violent men and boys can be agents of change, advancing gender equality, challenging and disrupting violent masculinities,[70] and promoting positive male norms to prevent violence against women and girls and improve men's and boys' physical and emotional health.[71] Men and boys have a role to play in changing the way they think of their own masculinity, and encouraging other men to do the same.[72] With effective training and skills, men and boys can resist violence and promote a more gender equal society as leaders, partners and violence disrupters.[73]

4.3 Promising Principles and Practices for Engaging Men and Boys in Violence Against Women

Efforts to engage men in the fight against violence against women are not new, but academic enquiry into and evaluation of such efforts are only beginning to emerge. A review of the recent literature indicates that investments are warranted for initiatives that help non-violent male leaders to 1) model and advocate for gender equality and non-violent masculinities, and bring other boys and men on board to leverage positive male power and influence for positive change; 2) assist in teaching men and boys the skills required to enjoy healthy relationships with their intimate partners, and 3) assist in teaching boys and men the skills required to safely and effectively challenge and disrupt violence against women. Such initiatives should be both direct and embedded in settings and institutions where men and boys already congregate (discussed in section 4.4 in this report). Research highlights including promising principles and practices are briefly outlined below.

4.3.1 Promoting Gender Equality and Healthy Masculinities

As described in section 4.2, American research has confirmed that almost all measures of traditional masculinity are significantly associated with sexual aggression.[74] Two key scholars in this area, Michael Flood and Bob Pease, summarize the research by saying that "there is a consistent relationship between men's adherence to sexist, patriarchal, and/or sexually hostile attitudes and their use of violence against women."[75]

An additional set of three, inter-related factors that shape attitudes about violence against women include: witnessing or experiencing violence; participating in peer groups and networks that support violence; and viewing media portrayals of violence against women, both positive (e.g., anti-violence messaging) and negative (e.g., violent pornography).[76] In addition, research

also shows that most men overestimate the extent to which their male peers condone or support sexism, violence and sexual assault, and stereotypical beliefs about masculinity.[77]

Key initiatives to change attitudes about violence against women, transform violent masculinities and advance gender equality include:

- **Men teaching boys and other men how to develop masculine ideologies that are respectful of women.** *WiseGuyz*, an 8-month program developed and piloted in Calgary for high school boys and led by male role models and facilitators, is showing promise in helping boys to understand the connection between masculinity and male norms of sexuality and violence. Another example, (*El*) *Joven Noble*, a program for male Latino youth ages 10 to 24 in the United States, is based on the philosophy that male youth need other men and women, their family and their community to care for, assist, heal and guide them, and successfully prepare them for "true manhood." This program has been shown to improve developmental outcomes in many areas and to improve attitudes about violence against women, and it has been identified as a model program by the US National Registry of Evidence-based Programs and Practices (NREPP).[78]

- **Developing and implementing social marketing campaigns on violence against women, and ensuring that they are accompanied by policy and legislative changes and capacity building.** Campaigns must not be one-off events; rather, they must be part of a broader government and community commitment.[79] Key elements of a campaign to reduce violence against women are to target the consumer as the change agent, focus on voluntary behaviour, make the product (gender equality or healthy masculinity) relevant and understandable, and demonstrate a benefit to the society as a whole. While Australia's ten-year *Freedom From Fear* media campaign targeted violent men in particular, in addition to the positive impact on abusive men, evaluation of the campaign revealed, large, positive improvements in the ways Australians in general thought about violence against women. These results were sustained 15 months into the campaign.[80]

- **Policy supportive of gender equality.** Sweden boasts one of the highest levels of gender equality around the world. In Sweden, gender equality has increased over five decades through government-led policy initiatives, including initiatives to concurrently reduce gender segregation in the labour market and in the home. A key component of this policy platform was the introduction of paternity leave for fathers to encourage them to take a greater part in household responsibilities and childrearing.[81] Since then, Sweden's paternity leave policies have been emulated in many high-income countries and, overall, most existing evidence indicates that parental leave that is specific to fathers and not transferable to mothers leads to a more gender-equal division of domestic work and childrearing. This affects gender equality in broader society because the gender-traditional division of household work and childcare correlates with a larger gender employment and wage gap, along with increased risk of relationship breakdown.[82] Closer to home, research suggests that the paternity benefits introduced in Québec in 2006 through the Québec Parental Insurance Plan (QPIP) had an impact on fathers' completion of household tasks not only among fathers who took advantage of the benefits, but also among fathers of young children in general, potentially because of the changing social norms about fatherhood.[83] Publicity about the benefit

program "sent a strong public message about the importance of fathers' involvement in the home, which may have incentivized fathers who were exposed to QPIP but not treated to nevertheless change their behaviour."[84]

The above findings indicate that preventing violence against women by changing gender norms and masculine ideologies and by advancing gender equality policies will require a range of interventions and initiatives that promote women as equals, correct assumptions about popular acceptance of violence against women, and demonstrate the value of equality and non-violence for both genders and for society as a whole.

4.3.2 Cultivating Healthy Relationship Skills

Building and sustaining healthy relationships requires a range of skills, including the capacity to: treat others with respect; engage in peaceful problem solving; communicate feelings and needs; and hear and understand the feelings and needs of others. While developing the capacity for healthy relationships is a key strategy for all genders, skill development is especially critical for men and boys at two key points: 1) as adolescents and 2) as fathers.

A. Healthy Relationship Skill Development for Adolescents

The patterns that are set in early dating experiences serve as a foundation for relationships with intimate partners throughout the life course. Thus, helping adolescents to develop healthy relationships skills, or, the skills needed to interact in positive, responsible ways in their interpersonal relationships, is a key primary prevention strategy for adolescent dating violence, as well as adult intimate partner violence. Further, prevention science suggests that this approach, which is universal and has relevant skills for all adolescents, is especially promising.[85] The literature identifies the following promising principles and practices related to healthy relationship skill development for adolescents of both genders.

- The Centers for Disease Control's (CDC) five-year vision for IPV prevention, released in 2008, supports universal programming that targets adolescents and young adults with a view to promoting six characteristics of nonviolent relationships: 1) belief in nonviolent conflict resolution; 2) effective communication skills; 3) ability to negotiate and adjust to stress; 4) belief in partner's right to autonomy; 5) shared decision-making; and 6) trust.[86]

- Adolescent dating violence primary prevention programs should begin in early adolescence and include social and emotional skill development components that specifically target malleable risk factors, such as conflict resolution skills. These programs should also include comprehensive content on alcohol and drug use as risk factors, how to recognize the warning signs of abusive and dangerous relationships,

evidence-based sexuality education[§§§], and evidence-based media literacy education.[87] A good example of such programming is the *Fourth R: Strategies for Youth Healthy Relationships*, which uses a skills-based, healthy relationships approach to target multiple forms of violence, including adolescent dating violence, as well as substance use and sexual risk among adolescents in grades 7-9.[88] Participation in the *Fourth R* is associated with less dating violence perpetration and increased condom use for boys,[89] and with improved healthy relationships skills and language for both boys and girls.[90,91]

B. Healthy Relationship Skill Development for Fathers

Building fathers' capacity to develop healthy relationships with their children not only enhances positive, engaged parenting and reduces the risk of child maltreatment, but also sets children on a developmental trajectory toward healthy, non-violent relationships throughout their lives, thus contributing to violence prevention in the next generation. Overall, research shows that successful fathering programs:

- Include clear targets and recruitment of specific groups (e.g., young fathers, new fathers, at-risk fathers, fathers who have perpetrated IPV, fathers who have perpetrated child maltreatment, fathers from specific ethno-cultural groups);[92]

- Are grounded in a clear theory of change based upon theories of child development and therapeutic support that reflect high-quality research;[93]

- Use an evidence-based program model with a proven track record of improving outcomes for fathers and children;[94]

- In most cases, use behavioural or cognitive behavioural training strategies;[95]

- Promote authoritative parenting and positive discipline skills; [96]

- Promote good communication with the mother and effective co-parenting strategies;[97] and,

- Fully or partially include mothers because the quality of the mother-father relationship strongly affects a father's willingness and ability to be involved with his children.[98]

An example of a successful fatherhood program is the *Supporting Father Involvement* program (currently operating in three communities in Alberta). The *Supporting Father Involvement* program is a 16-week, curriculum-based group program that targets low-and middle-income parents and caregivers of children from birth to 7 years of age. A comprehensive, experimental

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[§§§] Related to sexuality education, we also note growing evidence demonstrating the impact of pornography on children, adolescents and young adults (for a review, see M. Flood, "The harms of pornography exposure among children and young people," *Child Abuse Review* 18, no. 6 (2009): 384-400). In terms of this paper, particularly concerning are links with attitudes that do not support gender equality, and associations with violence perpetration. While a full discussion of the impacts of pornography is outside the scope of this paper, we note that any efforts to discuss healthy masculinity and gender equality with adolescents must acknowledge the role of pornography in shaping attitudes and beliefs. We discuss this under sexuality education because in part, adolescents may access pornography as a form of sex education (E. M. Rothman et al., "'Without porn…I wouldn't know half the things I know now': A qualitative study of pornography use among a sample of urban, low-income, Black and Hispanic youth," *Journal of Sex Research* 52, no. 7: 736-746), and also because sexuality education can include discussion of pornography as part of a positive sexual health approach that includes critical analysis of media.

evaluation of *Supporting Father Involvement* reported interesting findings.[99] First, providing control group parents with nothing but a three-hour informational session on the importance of fathers' engagement with children had no positive impacts at 11-month follow-up; in fact, among the control group, couple relationship satisfaction declined and children's problem behaviours (aggression, hyperactivity, shyness, depression or anxiety) increased. Second, providing the program to fathers alone, without mothers, resulted in increased psychological engagement and daily child care among fathers, but no changes in children's problem behaviours and a decline in couple relationship satisfaction as reported by both fathers and mothers. However, providing the program to couples together resulted in increased psychological and behavioural engagement among fathers and a decline in parenting stress among both fathers and mothers, but still no change in children's problem behaviours or couple relationship satisfaction. Another evaluation of the program with a sample of African-American families is now underway.[100]

4.3.3 Cultivating the Awareness and Skills Required to Disrupt Violence

While most men do not condone violence, many do not feel comfortable and are not equipped to intervene in safe and effective ways. Therefore, this is a key area for awareness and capacity-building efforts. Research suggests the following as promising practices or principles related to developing the capacity for safe and effective violence disruption:

- Men and boys are more likely to listen to and engage in programming if they are approached as allies or potential witnesses, rather than potential perpetrators.[101]

- As with other efforts to change individual behaviour, sense of efficacy (the belief that one's actions will be successful) can be fostered through opportunities to actually practice skills and behaviours.[102] This approach increases the likelihood that a bystander**** will intervene to prevent an instance of sexual assault.[103]

- Bystander intervention initiatives should be tailored to identify specific opportunities for intervention in particular communities[104] and contexts. For example, opportunities for intervention on a university campus may be different from those at a faith group gathering.

- In addition to individual and situational factors, bystander intervention is influenced by social norms, sense of community, pro-social modeling, policies and the physical environment. In other words, the efficacy of bystander education initiatives will be enhanced when the larger environment and/or systems are also strengthened to prevent violence against women.[105]

- Individuals may fail to recognize high-risk situations for a variety of reasons, such as ambiguity regarding consent, ignorance of risk markers, and lack of knowledge about the

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**** Bystanders are "witnesses to crimes, emergencies, or high-risk situations, who are not themselves directly involved as perpetrators or victims. Their presence provides them with an opportunity to make a choice to step in and help, do nothing, or to support perpetrators in making the situation worse" (p. 287); in the case of intimate and sexual violence, bystanders can intervene before, during or after the violence occurs (V. L. Banyard and M. M. Moynihan, "Variation in bystander behavior related to sexual and intimate partner violence prevention: Correlates in a sample of college students," *Psychology of Violence* 1, no. 4 (2011): 287-301.).

association between the use of degrading and violent language about women and the perpetration of violence. For this reason, awareness-raising in programs and social marketing efforts is crucial to success.[106]

One example of a bystander-based program, Mentors in Violence Prevention (MVP), was developed in the United States and engages both men and women to consider the social justice implications of men's violence against women, in order to "shift cultural practices and gender ideologies that contribute to men's mistreatment of women."[107, ††††] At the university level, MVP is facilitated by peer educators, and includes scenario-based discussion in both single-sex and mixed-sex formats.[108] At the high school level, MVP involves training a group of student leaders (MVP mentors) to "catalyze change in gendered social norms," by both participating in a training and by mentoring groups of younger students.[109] The training for the peer educators/mentors is a multi-day process. In the university-based evaluation, both peer educators and workshop participants reported improved gender violence attitudes and greater efficacy to intervene immediately following the program, whereas a comparison group who did not experience MVP did not show any differences in attitudes or efficacy.[110] However, there was no long-term follow-up in this study to see if these effects remained. MVP has also been evaluated in a high school setting. In this study, students in an MVP school demonstrated improved attitudes about the wrongfulness of violent actions and improved likelihood of intervention three months after the program, compared to a matched comparison group.[111]

Another example, *Coaching Boys into Men*, is a program provided by coaches of athletic teams to raise awareness about dating violence, teach ways to interrupt dating violence, model intervention skills, and challenge violent masculinities.[112] Lessons, which take 10 to 15 minutes, are incorporated into regular coaching sessions in locker rooms, classrooms, or on the field. Coaches use a "Coaches Kit," which is available on-line at no cost and consists of a series of training cards that offer key strategies for opening conversations about dating violence and appropriate attitudes toward women.[113] A key component of the 12-session curriculum is teaching young men that even as bystanders they must speak out when witnessing abuse by adults or peers. At the end of the program, boys are encouraged to dedicate a game to respect for girls and women, to encourage fans to sign a pledge to be non-violent, to collect donations for a local anti-violence program, and to engage media to broaden the messaging.[114]

This program appears to be the only bystander intervention that has been demonstrated to influence rates of IPV *perpetration*. A large-scale evaluation in the United States reported that, three months after participating in the program and compared with control group members, participating athletes exposed to full-intensity implementation of the intervention demonstrated improvements in intentions to intervene, recognition of abusive behaviours, and

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†††† We note that there are other, well-evaluated bystander-based programs at the post-secondary level (e.g., *Bringing in the Bystander*). However, the majority of these programs focus on sexual violence generally, and not sexual violence within the context of an intimate relationship. As such, they are outside the scope of this review. However, although they have not typically been applied in the context of intimate partner violence, they are an important consideration when thinking about men's engagement in the post-secondary environment, and also fall under the entry point of "schools" (see Section 4.4). These programs will be discussed in further detail in a forthcoming Shift policy brief.

positive bystander intervention. Athletes who did not receive at least nine of the 11 program sessions, however, did not demonstrate the same outcomes.[115] The findings were quite different at 12 month follow-up: specifically, there were no differences between program participants and control group members in intentions to intervene, gender-equitable attitudes, recognition of abusive behaviours, or positive bystander behaviours. However, over the 12-month period, program participants were less likely than control group members to have perpetrated dating violence, and to have engaged in negative bystander behaviours (e.g., laughing and going along with peers' abusive or sexist behaviours).[116]

4.4 A Trojan Horse Approach: Leveraging Settings where Men Congregate

If content and messaging on gender equality, non-violent norms and masculinities, healthy relationships, and violence disruption (bystander approaches) are embedded in settings where men and boys already congregate, our efforts will have a much broader reach. Settings where men and boys already congregate can be leveraged and enhanced with educational, transformational, and engagement messaging and programming, in effect comprising a "Trojan horse approach" to changing attitudes and developing skills. These settings include (but are not limited to) schools, health care settings, fatherhood programs, the military, sports venues/programs, workplaces, and faith-based institutions[‡‡‡‡]. Collectively referred to as "entry points," these settings are the focus of ongoing research by Shift, and will comprise the subject of an upcoming paper. Below are a few of the key highlights for each of the entry points from the research conducted to date:

School Settings: Since early adolescence is an opportune time to influence attitudes and behaviours toward others, and almost all young people attend school, schools are an ideal setting for providing universal healthy relationships programming to both boys and girls, as well as targeted approaches around healthy masculinity for boys. The *Fourth R*, described above, is one example of a universal healthy relationships program, and *WiseGuyz* is an example of one targeted specifically to boys. As part of healthy relationships programming, healthy sexuality education within the school setting should also be offered. This education can begin in the 1st grade (see, for example, the province of Ontario's sexual education curriculum, http://www.ontario.ca/page/sex-education-ontario).

Health care settings: Health care settings and programs have proven to be an effective way of transforming masculinities with a view to reducing gender inequality and violence against women in low- and middle-income countries, and merit investigation in Alberta. *HoMBReS (Hombres Manteniedo Bienstar y Relaciones Saludables - Men Maintaining Wellbeing and Healthy Relationships)* is a community-level intervention developed for a male, rural Latino soccer league in the United States. Teams, comprised of 20 to 25 players, each elect one opinion leader who is trained as a lay health advisor. After completing training, this individual works to improve their community's health 1) as a lay health advisor, by providing HIV/STI information, condoms, referrals and by increasing condom use skills, 2) as an opinion leader, by bolstering positive attitudes and reframing negative attitudes about what it means to be a

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[‡‡‡‡]The authors recognize that faith-based institutions are important settings to engage men and boys but are not explored in this paper.

Latino man and by changing sexual health attitudes and norms, and 3) as a community advocate for environmental change, by bringing the community voice to health service agencies. Quasi-experimental evaluation of the program revealed more consistent condom use among participants relative to men in the comparison group,[117] which, in the context of this report, is promising as a mechanism to promote healthy masculinities and gender equality.

Becoming a father 'settings': The period surrounding pregnancy is also ideal for engaging men in positive fatherhood programming and improving their relationships and co-parenting alliances with their partners. For example, fathering can allow men to construct models of masculinity for themselves based on nurturing, caring, respect and equality, and to consider the impact of inequality on their children.[118] Research shows that increasing the positive involvement of men in their children's lives can prevent IPV perpetration by and victimization of their own children when those children become adolescents and adults. Increased father involvement can shift traditional masculinities and gender norms, and increase gender equality both within families and in society as a whole. For some catchment countries, such as Canada, we suggest that fatherhood may be the most effective entry point for engaging men and ultimately preventing IPV. Recent experimental evaluation of *The Supporting Father Involvement* program, described above, found reduced use of violence relative to the control group.[119]

Military settings: IPV is prevalent in military populations,[120] potentially due to the high prevalence of mental health disorders including PTSD[121] and alcohol use/abuse,[122] as well as the reinforcement of violent masculinities[123] and hyperarousal[124] post-combat. Rates of PTSD among Canadian armed forces doubled from 2002 to 2012.[125] Currently, preventive interventions for this population do not appear to exist in Canada, so specific supports are needed. One example of a promising intervention is Cognitive-Behavioural Conjoint Therapies (CBCT), which has proven effective in reducing PTSD symptoms that are linked to increased risk of partner violence[126]. CBCT can be a promising approach in preventing further violence perpetration among military personnel, and should be more readily available in Canada.

Sport settings: Sports participation can serve as an excellent entry point, particularly since many studies have reported high conformity to traditional masculine norms among high school and university student athletes,[127] and since participation in specific sports is associated with increased violence against women.[128] The positive outcomes of sports participation, which may include learning cooperation and teamwork skills, self-discipline and good sportsmanship, can also be naturally extended beyond the game to build respectful attitudes toward women.[129] *Coaching Boys Into Men*, as discussed earlier, is one example of a sport setting program.

Workplace settings: Workplaces have a unique potential to shape healthy relationships and promote violence disruption. In addition to providing safe workplaces and implementing policies and practices to support victims, employers can provide programming that challenges gender stereotypes among employees and teaches skills to engage men as bystanders[130] and violence disrupters. For example, Australia's White Ribbon Campaign has developed a Workplace Accreditation Program in which dozens of organizations, including the Royal Australian Navy, have been accredited to "prevent men's violence against women, drive social change, refine support offered to employees who are victims of violence, showcase a workplace

committed to equity and respect, directly address and mitigate risk in terms of anti-bullying legislation, 'walk the talk', aligning organisational values with action, improve office safety and morale, and staff retention as a result, and reduce costs associated with HR claims and staff absenteeism."[131,132]

Leveraging the settings and institutions where men and boys naturally congregate will broaden the reach and influence of messages, programs and skills necessary to prevent violence against women. This approach will address men's and boys' realities and the context in which they work, learn, socialize, worship and recreate. It may also reduce stigma associated with seeking help, a factor that may prohibit men from reaching out and/or attending violence prevention programs. People seek help when they believe that their problem or experience is common or normal,[133] and leaders within these key settings can infuse content and skills that normalize seeking help and help to build healthy relationship skills and the capacity to disrupt violence.

5.0 Findings from the Key Informant Interviews

Interviews were conducted with 24 leaders and service providers to better understand the Alberta landscape in terms of the work currently being done to engage men and boys in violence prevention. The interviews helped to identify key gaps in current offerings, and pointed to areas where the Government of Alberta could show leadership and offer support. Key themes emerging from the interviews are briefly outlined below.

5.1 Growing Interest in Engaging Men and Boys around the Province

Most interview participants acknowledged that there is a growing recognition of the important contribution men and boys can make to violence prevention. They saw this as a relatively new development in Alberta, commenting that the discourse seems to have shifted from a position of viewing men and boys as the perpetrators of violence to seeing them as part of the solution. Several said that the increasing number of organizations and initiatives focusing on working with men and boys as a violence prevention strategy was indicative of a transition in the discourse around violence prevention, leading to new approaches and conversations among service providers and governments.[§§§§] A few participants commented on the role that Shift has played in helping to set the agenda and build momentum on this issue.

Interestingly, a number of organizations reported that they have undergone a process of becoming father-friendly, through the evaluation of staff attitudes, values and beliefs about fathers, examining organizational policies and procedures for father inclusiveness, assessing the physical environment, analyzing available information (e.g. brochures), and changing hours of operation. Following this process, the Norwood Child and Family Resource Centre reported an increase of male clients from 2% to 17% over five years.[134]

5.2 Limited Organizational Capacity for Engaging Men and Boys in Violence Prevention

While interest in engaging men and boys in violence prevention is high, capacity to do this work effectively is still limited in Alberta. One participant pointed out that many people now understand the 'why' of engaging men and boys; however, the 'how' remains an open question.

Two themes related to capacity-building emerged strongly in the interviews. The first was around supporting more effective service/program design and evaluation through training on evidence-based practice. Many of the programs and initiatives that were identified through the interviews did not have any formal evaluation plans. Most of the programs were created in-house, or adapted from an existing curriculum. Furthermore, several programs were "one-offs"

[§§§§] Initiatives cited by interviewees included: The Engaging Men and Boys in Violence Prevention position within the Government of Alberta; Evergreen Family and Community Support Services (FCSS) Working Group on Family Violence Prevention - a subgroup of six municipalities funded by FCSS in the Edmonton and area region; *WiseGuyz* - a program operated by the Calgary Sexual Health Centre focused on grade nine boys; the Alberta Council of Women's Shelters Leading Change Project focused on bystander intervention and the Play to Win program; Man-C Action Network in Calgary led by the Ethno-Cultural Council of Calgary and focused on working with diverse men; Alberta Father Involvement Initiative - a resource, advocacy and capacity building service focused on fathering; and the Engaging Men and Boys Project through the Calgary Domestic Violence Coalition.

or stand-alone projects, and the majority of initiatives were not embedded within a broader community prevention strategy.

In addition to a need for training on evidence-based practice related to engaging men and boys, interviewees said that service providers and policy makers need educational support to understand the root causes of violence against women, including male power and privilege, patriarchy, gender inequality and constructions of violent masculinities. These concepts need to be embedded within male-oriented pedagogies and training materials across the domestic violence/ violence against women sector.

5.3 Challenges Associated with Engaging Men and Boys in Violence Prevention Activities

Participants said that, in their experience, engaging men and boys in violence prevention programming and supports can be a significant challenge. Some attributed this to the stigma associated with the conventional discourse around domestic violence, where men are largely seen as perpetrators. They pointed out that men are unlikely to engage in programming that makes them feel bad about themselves and their gender (this is also confirmed in the research literature).

Participants also felt that male engagement as leaders in this movement was likely impeded by the female-centric nature of the human services sector. They noted that: 1) the majority of staff in this sector are female; 2) most programs/services are designed by and for women; and 3) many resources and supports geared towards families focus primarily on mothers and children. These approaches have limited effectiveness with and/or appeal for men.

Participants suggested two ways of addressing this challenge. The first is to build the capacity of service providers to effectively engage men by offering quality training sessions and supporting "male friendly" organizational assessments. The second is to actively recruit more male staff to the sector, although they acknowledged that this can be a challenge due to the relatively low level of remuneration that is standard for the sector.

5.4 Need for Male Leadership to Advance this Area

The majority of participants stated that strong male leadership was required in order to stop violence against women. Many identified the importance of having men with "social influence" in the areas of sports, business, politics and the media involved in this effort. They also emphasized the need for these leaders to be genuine about their involvement in this work, and for the work to be grounded in an understanding of issues related to gender equality, male power and patriarchy. Some felt that, in order to demonstrate the multiple forms of healthy masculinity, it is important that leaders and role models are diverse, speaking to the many ways to be a man without necessarily appearing as strong, heterosexual, able-bodied, attractive, powerful or athletic. Several also noted that there are natural leaders within ethno-cultural communities who would make ideal partners for meeting the unique needs and experiences of these groups. Finally, a few pointed out that there are already strong leaders, both male and female, working in this area throughout the province; they suggested that these leaders' efforts

be intentionally leveraged to advance gender equality and prevent domestic violence throughout the province.

5.5 Need for Provincial Leadership

Most participants noted that one of the challenges in doing this kind of work is that Alberta lacks a comprehensive, provincial vision or framework for engaging men and boys as allies, leaders, partners and violence disrupters. The absence of an over-arching policy/practice framework to advance this work means that local programs directed at men and boys are often disconnected from the domestic violence sector and/or are not addressing the root causes of violence against women. A strategic, evidence-informed, inter-agency and intersectoral framework could help to increase coordination and effectiveness among the multiple partners who are interested in advancing this work.

5.6 Need for Sustainable Funding

Many participants viewed the lack of funding for men's and boys' initiatives as a significant barrier to program design, implementation, evaluation and scaling. Current funding is episodic and unpredictable, inhibiting long-term growth and staff retention. Participants said that a long-term funding commitment from the provincial government is required in order to: generate community understanding and buy-in; recognize men and boys as allies and change-makers; challenge the predominant ways that men and boys are socialized to resist seeking help or support; and, produce robust research to inform best practices.

5.7 Programming Efforts and Community Initiatives

Overall, it appears the majority of current activity at the local level is organized around crisis response and victim services for women. Where men are engaged it is more often as perpetrators or at-risk individuals than as agents of primary prevention. Parenting services also tend to focus on mother-child relationships, and are not fully engaging fathers, despite the presence of a few programs in Alberta, such as *Caring Dads*, *Supporting Fatherhood Involvement* and the *Alberta Father Involvement Initiative.* However, there are key leaders dispersed throughout Alberta in the area of men's and boys' engagement as evidenced by initiatives such as *ManEnough* (Calgary Communities Against Sexual Assault) and *FCSS Evergreen Family Violence Prevention Committee* (Edmonton and area). Furthermore, a growing number of school-based programs are starting to focus on boys' development of healthy masculinity, relationship skills and gender equality. Programs include *WiseGuyz* (Calgary Sexual Health Centre), *Boys Council* and *Good Guys*.

Alongside programming, a number of grassroots organizations are beginning to have conversations about masculinity and engaging men and boys in violence prevention, such as *Men Edmonton* (a new movement working to empower men to speak out against violence and take positive roles in the community), and *Men's Action Network - Calgary (operated by the Ethno-Cultural Council of Calgary)*. In addition to these grassroots efforts, there is the *Engaging Men and Boys Project* that operates out of the Calgary Domestic Violence Collective. Their current focus is on developing a training curriculum on healthy masculinities for service

providers. These initiatives are indicative of community readiness to work with men as allies and leaders.

6.0 Findings and Implications from the Environmental Scan

The purpose of the environmental scan, which consisted of an electronic scan ("e-scan") with supplementary telephone consultations, was to assess and understand the current Alberta environment around best and promising practice programs for men and boys, in order to inform the development of the provincial Action Plan (for the full Technical Report, please see Appendix 5). The goals of this research project included: 1) to provide a current inventory of best and promising primary prevention programs, practices and initiatives engaging men and boys in the province of Alberta; 2) to identify gaps in services both at the programmatic and geographic level; 3) to understand where evidence is strong and can be scaled up, and where program/evaluation support is needed; and, 4) to identify infrastructure (people, policy, organizations, initiatives, resources) that can potentially be leveraged to deliver a comprehensive strategy to engage men and boys with the aim of preventing violence against women.

The e-scan identified one evidence-based program, six promising practice programs, and 16 programs in development (Table 1; see Appendix 5 for definitions). There were also 327 'other' programs that were excluded because they were outside the scope of the research (please see Appendix 5 for the list of these 'other' programs). Key findings from this scan are described briefly below; for findings in detail, please see the full Technical Report in Appendix 5.

Table 1: Matrix of evidence-based programs, promising practices and programs in development by the focus area based on the findings from the e-scan (N=23)

Blue: Targets Boys
Purple: Targets Fathers
Orange: Targets Diverse Men
Green: Targets Men and Boys
Red: Targets Men

HR: Healthy Relationships
HM: Healthy Masculinities
SEL: Social Emotional Learning
GE: Gender Equality
DV: Domestic Violence Prevention

EB: Evidence-based program
PP: Promising practice program
ID: Program 'in development'

#	Level of Evidence	Program/Organization and Location	HR	HM	SEL	GE	DV
1	EB	Supporting Father Involvement Calgary Urban Project Society, Calgary; Lethbridge Family Centre, Lethbridge; Western Rockyview ParentLink Centre, Cochrane	X				
2	PP	Boys Groups, Boys will be Boys, Council for Boys and Young Men Family Violence Prevention Initiatives, Beaumont; FCSS, Strathcona County; Aim for Success, Drayton Valley	X	X	X		
3	PP	Super Dads, Super Kids Norwood Family Centre, Edmonton	X				
4	PP	The Alberta CFL Project as part of the Leading Change Initiative Alberta Council of Women's Shelters, Calgary, Edmonton	X	X		X	X
5	PP	The New Warrior Training Adventure The ManKind Project, Red Deer	X	X			
6	PP	WiseGuyz Calgary Sexual Health Centre, Calgary	X	X		X	X
7	PP	Father's Moving Forward - Young Dads' Project Catholic Family Services, Calgary	X				X
8	ID	Band of Brothers (formerly Be Your Own Man) YMCA, Grande Prairie	X				
9	ID	Be a Great Dad Families Matter, Calgary	X		X		
10	ID	Boys Empowerment Group Lloydminster Sexual Assault and Information Centre, Lloydminster	X	X			
11	ID	Game On! Big Brothers Big Sisters, Lethbridge			X		
12	ID	Good Guys, Friendology 101 Dana Kerford, Calgary	X				
13	ID	I am a Kind Man Alberta Native Friendship Centres, various locations					X
14	ID	Inner Ninjas Ignite Wellness Programs, Calgary			X		
15	ID	Knights in Training Grow Boys, Red Deer			X		
16	ID	Make Into Men Peer Mediation and Skills Training (PMAST), Calgary	X	X	X		
17	ID	Man Enough? Calgary Communities Against Sexual Abuse, Calgary	X	X		X	
18	ID	Men in Relationships Momentum Walk-in Counselling Society of Edmonton, Edmonton	X				
19	ID	Men's Talk and Do Groups City of Edmonton, Edmonton	X				
20	ID	Odyssey Carya, Calgary	X		X		
21	ID	Skills for Life Strathmore Youth Club, Strathmore			X		
22	ID	The Boys Project Lloydminster Interval House, Lloydminster	X	X		X	
23	ID	Unstoppable Ignite Wellness Programs, Calgary	X		X		
		Total:	18	8	9	4	4

6.1 Urban Concentration

The majority of identified programs (N=23) were offered in the province's four largest cities – Calgary, Edmonton, Lethbridge and Red Deer. Thus, the geographic reach of evidence-based, promising practice and 'in development' programs in Alberta is currently insufficient to serve the needs of men and boys in the province. This finding also indicates that programs engaging men and boys in violence prevention are not reaching rural populations, with communities north of Edmonton particularly underserved. We also note that the majority of men's and boys' primary prevention programs in Alberta are in development, meaning they currently have no evidence of effectiveness. As such, these programs, along with promising practice programs, should be supported to develop their evaluation capacity, in order to understand what is having impact and to allow for greater comprehensiveness in provincial programming.

6.2 Focus Areas of Programming Engaging Men and Boys

As shown in Chart 1, the largest number of identified programs focused on healthy relationships (42% had this focus) – the only evidence-based program we found (see Table 1) focused on healthy relationships, and was targeted to fathers. A smaller number of programs overall focused on social-emotional learning (SEL) and healthy masculinity, with the least common focus areas being gender equality and domestic violence prevention.

Chart 1: Focus areas of evidence-based programs, promising practices and programs in development (N=23)

Legend:
- Healthy Relationships
- Healthy Masculinity
- Social Emotional Learning
- Gender Equality
- Domestic Violence Prevention

Pie chart values: 42%, 19%, 21%, 9%, 9%
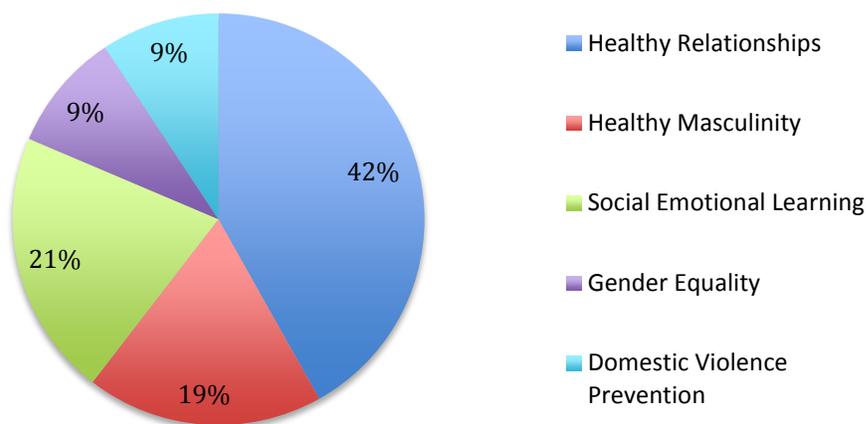
Chart 2 below offers a visual representation of the focus areas by program evidence base (i.e., evidence-based programs, promising practice programs and programs in development), as determined during the e-scan.

Chart 2: Focus area by program evidence base (N=23)
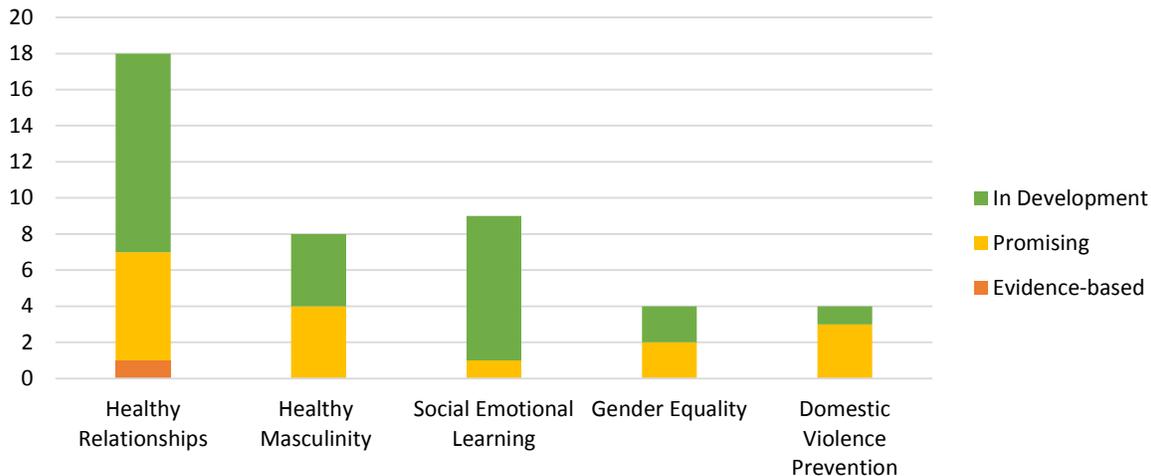
As noted in Section 6.0, only one evidence-based program was identified during the e-scan. This program, and the majority of all identified programs, focused on building healthy relationships (Chart 2). Thus, capacity building related to the focus areas which are tied to root causes of violence against women is needed, with a specific focus on gender equality and domestic violence prevention.

6.3 Two Important Findings from the Telephone Consultations

In order to triangulate the information gathered from the e-scan, telephone consultations with representatives from the identified evidence-based, promising practice and 'in development' programs were conducted, with two key findings identified. First, within the 'in development' group, there were *no* formal evaluation methods and practices identified and/or provided, although several people did mention during the consultations that they were working on some form of evaluation.

Second, the data collected through the telephone consultations differed from that of the e-scan, principally in terms of program focus areas. Specifically, rather than seeing their program as specific to one of the five spheres outlined in our scan (healthy relationships, healthy masculinities, SEL, gender equality and domestic violence prevention), programs tended to see their work as engaging with multiple spheres (Chart 3). However, available documentation about these programs did not reflect this finding. This may speak to the complexity of this work and suggest a need to build a theory of change and to ensure common language and definitions for these focus areas. Moreover, a need for evaluation to demonstrate effectiveness will be

critical to understand what works in the Alberta context.[*]

Chart 3: Comparison of self-reported focus areas with focus areas assigned during e-scan

Legend:
- E-scan (N=23)
- Phone consultations (N=24)

Data (Healthy Relationships, Healthy Masculinities, Social Emotional Learning, Gender Equality, Domestic Violence Prevention):
- E-scan: 18, 8, 9, 4, 4
- Phone consultations: 21, 22, 21, 15, 12
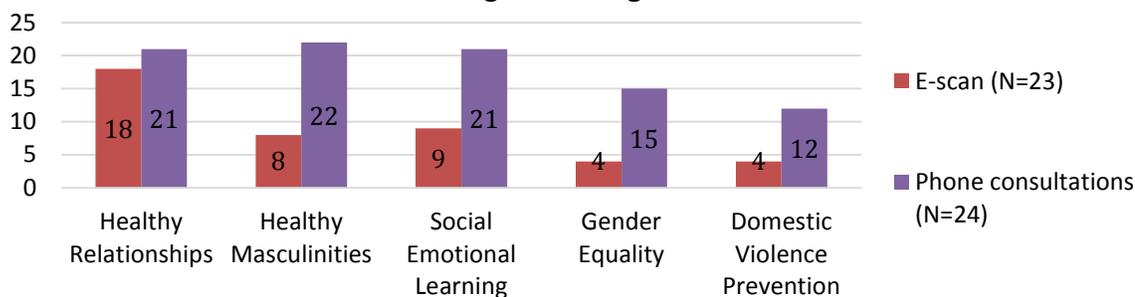
6.4 Target Populations of Programs

Among all the evidence-based programs, promising practice programs and programs in development (N=23) identified in the scan, boys were the target audience for a majority (58%), while men and dads comprised the audience for 21% and 17% respectively, and diverse men and boys[†] comprised the remainder (4%). Although the focus on boys is a welcome primary prevention approach, our findings indicate a clear gap in programming for diverse men and boys (see Chart 4[‡]); specifically, no programs were identified that targeted sexually diverse men or men with disabilities, and only one program in development (*I am a Kind Man*, run by the Alberta Native Friendship Centres) was found that targeted diverse men generally. While only one of the identified programs targeted diverse men, some of the infrastructural partners working in Alberta are actively working with these groups. Examples include the Men's Action Network Calgary (MAN-C run by the Ethno-Cultural Council of Calgary), who work to engage men and boys in healthy relationships, and the Moosehide campaign, which raises awareness among Aboriginal men to pledge not to condone or commit violence against women. We conclude that the focus on boys is promising and should be scaled province-wide, while additional funding to support programming for fathers, men who are not fathers and diverse men is needed in Alberta.

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[*] Note: Focus areas were not confirmed with one program (*I Am A Kind Man*). We also contacted separately *Boys Groups*, *Boys Will be Boys* and *Council for Boys and Young Men* (but these are listed as one program in Table A3 because these programs utilize the same curriculum in different locations). Thus, the total number of programs identified by the e-scan was 23, while the number of programs contacted was 24.

[†] Diverse men and boys, as used in this report, refers to the broad spectrum of dimensions upon which individuals differ. This includes, but is not limited to, ethno-cultural diversity, socio-economic diversity, gender diversity and sexual diversity.

[‡] Note: In Chart 4, the total on the x-axis adds to 24, and not 23. This is because one program targeted both men and boys (see Table 1); in this chart, this program is included once as a "Men" program, and once as a "Boys" program, bringing the total to 24 programs when considered by target population.

Chart 4: Evidence-based programs, promising practice programs and programs in development by target population (N=23)
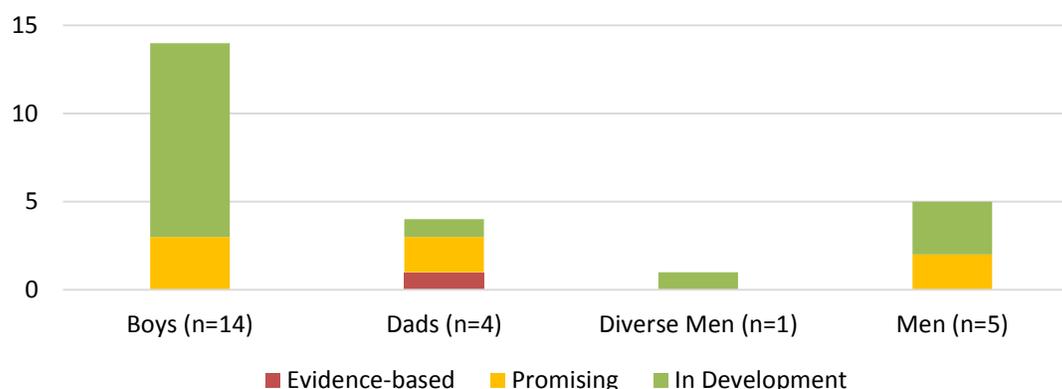
6.5 Key Settings Where Men Congregate are Untapped in Alberta

Previous research conducted by Shift has identified men's settings, that is, the places men and boys work, learn, recreate, worship and socialize, as important entry points for engagement.[135] However, the scan found only one[*] promising program that explicitly engaged men and boys through sports: the Alberta CFL (Canadian Football League) Project, which is led by the Alberta Council of Women's Shelters (see Table 1). We also found that although many churches had men's ministries, none were identified that had structured programs, nor were any workplace programs identified that specifically targeted men. Although many schools throughout the province highlight the importance of healthy relationships for students on their websites or in newsletters, only a few schools were identified that had programs targeting boys, and most of these were concentrated in Calgary. Thus, in the places where men and boys spend the majority of their time, almost no evidence-based or evidence-informed programs are available to promote primary prevention of domestic violence. Investing in targeted programs in workplaces, places of worship, schools, and sporting venues will increase reach and is a key prevention strategy.

6.6 The Broader Alberta Landscape: 'Other' Programs and Infrastructure

Programs were excluded from our review and categorized as 'other' if they: catered to a universal audience (not focused on men and boys); engaged men and boys without a structured focus or curriculum (such as an informal gathering); focused on secondary or tertiary levels of prevention (see Appendix 5 for definitions); did not relate to domestic violence prevention, healthy relationships, healthy masculinities, SEL or gender equality (i.e., the focus areas); were one-off events, meaning that they were not embedded in a broader program or strategy including resources, programming, skill-building and evaluation; or were inactive at the time of the review. However, because these programs provide important context for the broader landscape of men's and boys' initiatives in Alberta, we provide a snapshot of these programs,

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[*] In early October 2015, the authors were notified of the Player Impact Program, a partnership between the Calgary Flames, Western Hockey League and Calgary Police Service. It was not included in this scan because it was identified outside of the time limits for the search.

policies and organizations (N=327) in Appendix 5. This large number of 'other' programs can also be leveraged in a provincial men and boys' violence prevention strategy. Thus, further research on and knowledge about these programs, and how they include and serve men and boys, is important to this work.

Although the majority of identified programs were located in large, urban centres, we also note that broader policy frameworks and organizational infrastructure exist throughout Alberta that could reach a greater percentage of the population, and support service provision in rural locations. Key policy frameworks with relevance for this work include *Alberta's Framework to End Family Violence*; the provincial *Mental Health Capacity Building Initiative*; and *Alberta's Plan for Promoting Healthy Relationships and Preventing Bullying*. We believe that all three offer avenues to engage men and boys in SEL, healthy relationships, healthy masculinities, gender equality and domestic violence prevention activities. In addition to these provincial policy initiatives, we also note the Edmonton-Evergreen FCSS initiative that is investing and leading in this area. FCSS programs are well-positioned within communities to invest in local coalitions and networks, and to implement, adapt and evaluate programs that have been successful elsewhere. Other local funders like the United Way of Calgary and Area are also supporting key programs and initiatives that engage men and boys in violence prevention, specifically funding the Calgary Domestic Violence Coalition to build a local men and boys' prevention strategy.

Other community and organizational infrastructure with broad geographic reach and mandates that align with engaging men and boys in violence prevention identified by the scan includes but is not limited to: Alberta Native Friendship Centres, Alberta Council of Women's Shelters (ACWS), Alberta Mentoring Partnership, and agencies like YM/YWCAs and Boys & Girls Clubs that have wide geographic reach. Additional initiatives already involved in this work in the province include Men's Action Network Calgary (MAN-C), Men Edmonton, PACE (Grande Prairie), Alberta Father Involvement Initiative, Father Involvement Network of Edmonton Region (FINER), the Moosehide Campaign, the White Ribbon Campaign, university male allies groups (such as those hosted at the University of Calgary and University of Lethbridge), Breakfast with the Guys events hosted by ACWS and many shelters throughout the province, and Walk a Mile in Her Shoes events hosted by YWCAs. We feel this organizational infrastructure provides ready-made avenues to reach men and boys throughout the province, and that these agencies and networks can collectively support a multi-faceted, province-wide men and boys' strategy. In terms of targeting this broader strategy, the Alberta Men's Survey (see http://www.albertamen.com), a partnership between the Faculty of Social Work, University of Calgary and many community-based agencies throughout the province, may be an important source of information for designing programs to meet men's needs and build on their strengths.

The findings of this scan indicated that even though current evidence-based, promising practice and 'in development' program offerings are geographically limited, 'other' programs, policies and organizational (and community) initiatives exist across the province that have the potential to meet the needs of a greater population of men and boys. Pertinent infrastructure includes

networks, leadership, funders, research, expertise and other resources integral to the success of a province-wide men and boys' strategy.

7.0 Discussion and Recommendations

7.1 Discussion

Our research found that violence against women primary prevention strategies and programs to engage men and boys are still in the early stages of development throughout Alberta but there is readiness and interest. This suggests we need significant provincial leadership, vision and funding to build the capacity for a multi-systemic approach in Alberta: this includes investing in evaluation to understand what works, so that we can direct further Government of Alberta investments into programs and initiatives that are evidence-informed and effective.

While small in number overall, the majority of primary prevention programs relevant to a men and boys' strategy that are operating in the province are currently directed to boys. This is a great start. We now need to scale these efforts across the province while also placing greater emphasis on policy and funding to support fathers and soon-to-be dads. Programming and sociocultural environments that support both adolescents and fathers to be healthy, positive and skilled is a key violence against women prevention strategy.

Because violent masculinities are associated with violence against women, primary prevention initiatives designed to reduce violence against women must have a gendered analysis. Other findings suggest that they must also include skill-building components that support men and boys to develop healthy relationships, construct healthy masculinities, and become effective allies and violence disrupters. Historically excluded from playing a positive role in the movement to end violence against women, men and boys must now be given opportunities to play a meaningful role as partners and change makers.

Direct violence prevention initiatives are important; however, evidence suggests that men are reluctant to engage in them due to stigma. Furthermore, because of male norms associated with 'strength' and autonomy, men are reluctant to seek help or support. For this reason, leveraging the settings and institutions where men already congregate must be a key strategy in any plan to engage men and boys in violence against women prevention. We must therefore find opportunities to embed messages and skill-building related to healthy relationships, non-violent masculinities and gender equality into these settings, including schools, workplaces, health settings, faith-based institutions, fatherhood programs and the military.

The authors caution that if this work is undertaken in a way that is siloed, it is unlikely to be effective. A comprehensive plan to engage men and boys to prevent violence against women needs to address many intersecting risk factors at multiple levels in order to generate change across the social ecology, as demonstrated by the visual developed by Jewkes, Flood and Lang (2015), found below. This conceptual model provides strategies and targeted interventions that can both guide and inform the design of the Government of Alberta's Action Plan.
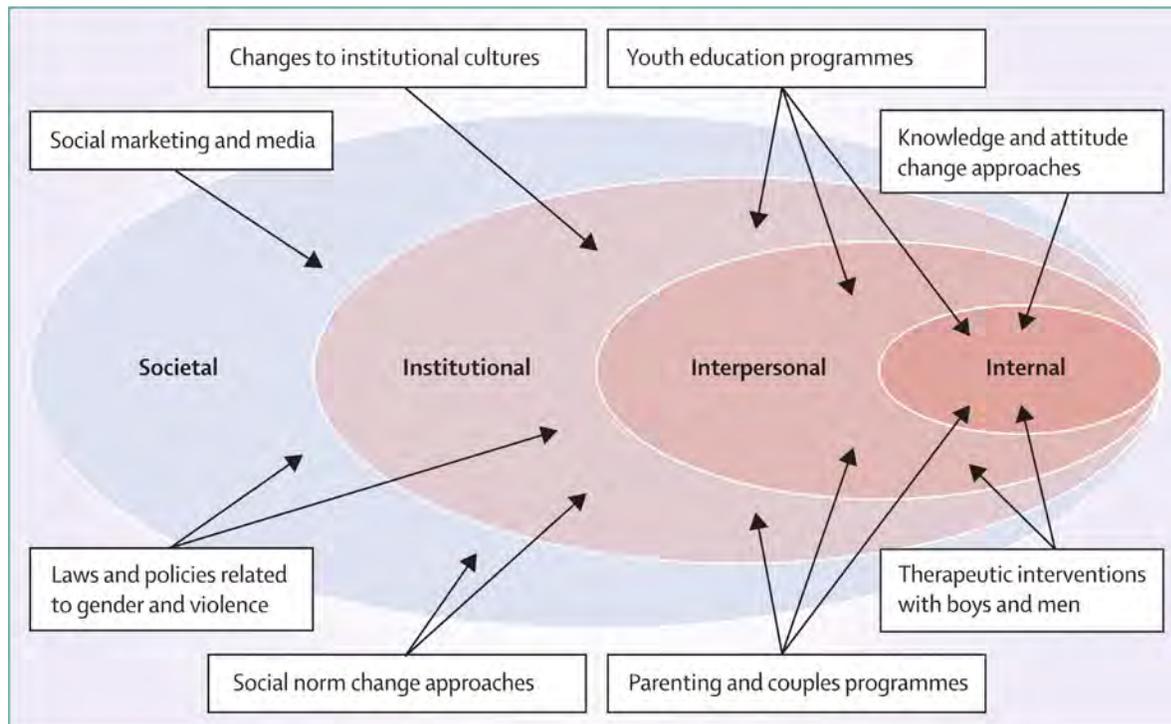
Figure Source: R. Jewkes, M. Flood, and J. Lang, "From work with men and boys to changes of social norms and reduction of inequities in gender relations: A conceptual shift in prevention of violence against women and girls," *The Lancet* 385, no. 9977 (April, 2015): 1580-1589.

There are significant opportunities to build on the leadership and commitment identified throughout Alberta. There is a way forward. We need to leverage the will and build the skills of policy makers, community leaders, practitioners and researchers. Alberta is ready for this change.

7.2 Recommendations to Inform a Government Action Plan

Findings from the literature, interviews and environmental scan serve as a basis for developing a provincial Action Plan, designed to address identified gaps, build on opportunities, and foster an evidence-informed approach to engaging men and boys to advance gender equality and prevent violence against women in Alberta.

We recommend that the Government of Alberta commit to developing and implementing a whole government approach to the primary prevention of violence, with specific attention to engaging men and boys in developing healthy masculinities, becoming allies, and learning how to disrupt and stop violence against women. This approach should be built on principles of gender equality and operate from an ecological and multi-systemic model, in order to maximize individual, social and cultural change. This work must be done in partnership with key community leaders, organizations and institutions throughout Alberta in order to achieve lasting change. Specifically, we recommend that the Government of Alberta:

1. Commit to strong government leadership with an operational infrastructure that includes inter-departmental collaboration, full time dedicated staff and the development of an internal strategic plan to support comprehensive policies and program funding for men and boys' violence prevention. Primary prevention should be a key priority area of activity across government policies and practices, while building strong linkages with secondary and tertiary areas of prevention work to ensure a continuum of services are available across Alberta.

2. Rewrite the Education Act and mandate curriculum to ensure it's based on a human rights approach that builds values and skills on advancing and reinforcing gender equality, builds social and emotional learning and competencies, supports healthy sexuality and critical media literacy, and supports the promotion of healthy masculinities and bystander skills. There also needs to be standards and measures attached to contracts with school divisions to ensure implementation. Students' progress could be monitored according to benchmarks for gender equality, social skills and emotional well-being, similar to those developed for literacy and numeracy. Educators will need to be trained, schools need to commit to whole school approaches and school jurisdictions need to develop policies to this effect.

3. Develop a comprehensive fatherhood action plan that includes father friendly policies and investments across the prevention continuum. Several Nordic countries have increased father involvement and leveraged this approach as a vehicle to advance gender equality in the home and in the workplace. These policies have been accompanied by other policy changes that will be required such as increased publicly-funded child care, opportunities to have more flexibility in the scheduling of work hours, and work cultures that support fathers' efforts to give priority to their involvement with their children. To advance this recommendation, use the Federal-Provincial-Territorial (FPT) Group on Family Violence as a mechanism to introduce paternity leave for fathers. This leave should be over and above the currently existing 35-week parental leave. Evidence indicates that parental leave that is specific to fathers and not transferable to mothers leads to a more gender-equal division of domestic work and childrearing, which advances gender equality.

4. Commit to the design and implementation of a gender equality plan that is based on best and promising practices. This strategy should not just be about bringing women into spheres traditionally occupied by men (e.g., the workplace), but also about bringing men into spheres traditionally dominated by women (e.g., social programs, parenting programs, etc.). The gender equality plan must cultivate and promote healthy forms of masculinities and identify specific outcomes and measures (indicators) of gender equality.

5. Commit to developing a workplace accreditation program[*] and process that recognizes workplaces that are taking active steps to prevent and respond to violence against

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[*] Please see White Ribbon Australia's Workplace Accreditation Program as an example: http://www.whiteribbon.org.au/workplaces.

women. The Government of Alberta should be the first organization to go through the accreditation process.

6. Create and invest in a 'community of practice' – by regularly bringing together researchers, service providers, and policy staff to build capacity around men and boys engagement by ensuring dissemination of the latest research and by keeping the field up-to-date with emergent evidence-informed policy and practices.

7. Prioritize capacity-building among government and the human services workforce by developing and implementing comprehensive training on primary prevention and components of best and promising programs, policies and practices that: reinforce and advocate for gender equality; promote and build healthy behaviours in relationships; promote healthy masculinities; and, teach non-violent men and boys the skills required to challenge violent masculinities and sexism.

8. Invest in new research that will: 1) help us understand how to best leverage the settings and institutions where men naturally congregate (specifically, the creation of practical guide books on the effective components of engaging men and boys in violence prevention) and to investigate the specific efficacy of these proposed components, and 2) support Canadian research on bystander programming in the post-secondary environment as a tool to prevent violence against women.

9. Fund and support municipalities to partner with key community organizations, leaders and institutions to develop and implement *local* Violence Against Women prevention plans that advance a community development approach to engage local leaders, systems and programs in collective impact and change. Create a set of criteria that is evidence-informed for communities to use in their development process, including a specific plan to engage men and boys in violence prevention.

10. Fund existing momentum and leadership that is on the ground. In our e-scan, we found 1 best practice program, 6 promising practices, and 16 programs "in development", along with many provincial and local initiatives advancing a primary prevention approach that are already operating throughout the province. The Government of Alberta needs to help these organizations and community initiatives scale best and promising practices and better support the 'in-development' programs with research, evaluation, and capacity building in order to understand what works in the Alberta context. The investment in primary prevention programs with men and boys must align with the following criteria developed by the NSW Government in Partnership with the University of Sydney. Programs should include: aiming to prevent violence before it occurs; aiming to specifically engage men and boys as part of a wider strategy of prevention; targeting the social determinants of violence such as socioeconomic status, cultural background, sexuality and ability; using a multi-systemic approach to primary prevention; clearly demonstrating adherence to recognised best practice education or other prevention activity standards; framing work with a commitment to human rights and social justice; being embedded within a broader sectoral/community response, as demonstrated by close integration with other services; having clear objectives and strategies to meet those objectives; and, having a clearly articulated plan for evaluation.

In addition, program development must be in consultation with targeted subpopulations of men and boys, so that they maximize effectiveness and geographic reach.[136]

11. Make a significant investment in a comprehensive, multi-faceted social marketing strategy that is evidence-informed and focused on men and boys. This strategy must be connected to the women's sector and community-based organizations already doing work in this field. The Government of Alberta can leverage the huge success of the Alberta Family Wellness Initiative (AFWI) that connects early brain and biological development and children's mental health with addiction research, prevention, and treatment. The AFWI has been successful in translating current research into sound policy and practice on behalf of Alberta families. The AFWI funded and worked closely with the Frameworks Institute to help craft an evidence-informed communications strategy to make research accessible to policy makers and the public. We recommend that the Government of Alberta replicate this strategy in order to build a comprehensive communication and marketing strategy that is Alberta-based, and is focused on moving the conversation away from the idea that all men are potential perpetrators of violence against women toward the idea of healthy men being allies and catalysts in ending violence against women.

12. Actively work in partnership with the private sector, non-profit sector, and philanthropic sector (e.g., United Way, Community Foundations, etc.) to leverage opportunities for local funding and capacity building to advance this area.

Lastly, the Government of Alberta can make some quick investments today. We recommend the government immediately:

1. Bring together key researchers, leaders, service providers, and policy staff to consult on the proposed recommendations for feedback and strategic direction.

2. Fund the development of a curriculum to build organizational capacity and readiness both within and outside government to develop effective policies and practices to engage men and boys in stopping violence against women. Develop an expert workforce on primary prevention and gender equality.

3. Scale best and promising practices that are already operating in Alberta, with a focus on adolescence (including both universal programs and those targeted specifically to boys) and fatherhood. Prioritize underserved areas and populations.

4. Support program development and evaluation with those programs that are 'in development'. Depending on the status of the program, invest in developmental, formative/process and/or outcome evaluation to ensure that appropriate evaluations are conducted so that multifaceted learnings about this work can be harvested and shared. Ultimately, we need to know what works in the Alberta context.

5. Support local leadership by working with FCSS programs/municipalities to fund, partner and support local violence against women prevention plans that must include a strategy to engage men and boys in violence prevention.

6. Create an advisory committee with key leaders throughout the province to oversee an investment into the Frameworks Institute to develop a comprehensive social marketing strategy targeted to men and boys.

Overall, this Action Plan **must** also be embedded within a broader, population-based approach to advancing gender equality and stopping violence against women, and must be seen as an interim strategy[*] that is integrated into existing systems and structures in order to complement the work already happening throughout government and community. The Government of Alberta can be a leader in this area, investing in the well-being of all Albertans through effective and cost-efficient policies and practices to prevent violence against girls and women. Overlooked for too long, men have an important role to play in creating a safer, more peaceful province. This report puts forward recommendations for ways to capitalize on this important opportunity, and engage men and boys in violence prevention. Reducing rates of violence against women in Alberta will require significant leadership, commitment and long-term funding from the Province. Albertans are ready. The time is now.

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[*] The authors feel that a specific emphasis on men and boys is warranted because men and boys have been largely absent from playing a positive role in the movement to end violence against women (i.e., they have generally been cast as perpetrators and have not been included as potential allies, change makers and violence disruptors). For this reason, a specific focus on positive engagement is necessary at this time. However, we envision this as an *interim* strategy because once men have been invited into the movement in positive ways, they can be included in a more general strategy to engage *all* genders in violence prevention. In this sense, engaging men and boys is a bit like preferential hiring or reverse discrimination policies – that is, something that is needed for a period of time to redress a particular oversight or injustice, but is relinquished once that issue has been addressed.

8.0 Conclusion

Engaging men and boys in violence against women prevention is an urgent priority for the Government of Alberta. Violence against women can be prevented through evidence-based, integrated approaches that address its root causes: gender inequality and violent masculinities are two of these causes, and they can't be prevented without the strengths and leadership of men and boys. Building healthy relationships and SEL with children, youth and adults is also critical to the prevention of violence, as well as teaching men and boys to engage as disruptors of violence. To meet these goals, entry points (settings where men and boys work, learn, socialize, worship and recreate) are critical to consider. In the province, there also exists a growing interest among key stakeholders to engage in this work, but there is currently a limited capacity to do the work; provincial leadership and funding is needed to address this capacity deficit. Finally, while a promising infrastructure exists to support men and boys' engagement in the province, we currently lack the common vision, understanding, reach and evidence of effectiveness to guide our work.

This report serves as a first step towards addressing this issue, as it builds a foundation on which to develop an Action Plan that will leverage the interest and momentum developing in the province to engage men and boys in healthy relationships promotion and violence prevention throughout the lifespan. To support this momentum, long-term commitment from the Government of Alberta is necessary: the Government can be a leader in this area, investing in the well-being of all Albertans through cost-effective and evidence-based policies and practices to prevent violence against girls and women. Such initiatives would have broad reach, improving the lives of young people and adults of all genders. However, key challenges must also be addressed, including: the development of a coordinated vision for this work that is championed and backed by action and funding; the creation of a cultural shift that identifies and values men and boys as allies, leaders, change makers, partners and violence disrupters, and helps them to do the challenging work of transforming harmful aspects of masculinity; and the implementation of gender equality policies and programs across sectors, using universal and targeted approaches to support these changes. Too long overlooked, it is crucial to now engage men and boys in this work for a safer and more peaceful province.

Appendix 1. Key Definitions and Terms

Domestic violence prevention in this report refers to programs that focus on *primary prevention* of domestic violence – which means trying to stop the violence before it starts.

Evidence-based programs are well-defined programs that have demonstrated their efficacy through rigorous, peer-reviewed randomized controlled trial(s). These programs are also often endorsed by government agencies and well-respected research organizations.[137] These programs are not only well-defined and effective, but may have also shown long-term benefits and been successfully replicated across a range of populations and contexts.[138]

Gender refers to the social attributes and opportunities associated with being male and female. Gender is socially constructed and learned through socialization. Often gender determines what is expected, allowed and valued in a women or a man in a given context.[139]

Gender equality, as used in this report, refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men are the same, but rather that women's and men's rights, responsibilities and opportunities will not depend on the sex of their body, their sexuality, or their gender identity.[140]

Gender inequality refers to differences in rights, responsibilities, and opportunities based on gender, including the disregard for the unique experiences or needs of certain groups.[141] It can be perpetuated through stereotypes and beliefs, interpersonal relationships, policies, practices, institutions like family, government, religion, education or the media, as well as larger structures that inform people's life chances and well-being based on gender. Historically, and today, masculinities are more valued than femininities.

Healthy masculinities are defined in this report as "nonviolent personal and interpersonal behavior[s], emotional and social intelligence, and the ability to be both assertive and empathic."[142]

Healthy relationships are those that consist of a connection between people that increases well-being, are mutually enjoyable, and enhance or maintain each individual's positive self-concept. Healthy relationships are based on the belief that everyone has value and is equal, and that the power in a relationship is shared. Characteristics of a healthy relationship include respect, trust, support, accountability, honesty, shared responsibility, fairness and non-threatening behaviour. When conflict (i.e., a disagreement of opinion or interest between people) occurs, it is resolved through negotiation rather than the misuse of power.[143]

Infrastructural partners are people, policy, organizations, initiatives and/or resources that can potentially be leveraged to support a comprehensive strategy to engage men and boys, with the aim of preventing violence against women in Alberta.

Initiative is a practice, policy, program, action, scheme, strategy, effort or other type of undertaking in the field of preventing violence against women. Of particular interest for this

research are education programs/initiatives, purposive coalitions and networks, institutional change initiatives, public policy change initiatives, and knowledge translation and mobilization initiatives.

Intimate partners, as defined by Alberta Justice, are opposite-sex or same-sex partners in current and former dating relationships, current and former common-law relationships, current and former married relationships, and persons who are the parents of one or more children, regardless of their marital status or whether they have lived together at any time.[144]

Intimate partner violence, as defined by the World Health Organization, is behaviour within an intimate relationship that causes physical, sexual or psychological harm, including acts of physical aggression, sexual coercion, and psychological abuse and controlling behaviours.[145]

Male privilege is the reality that men are often afforded unearned benefits in society. Part of privilege is that these benefits are seen as natural and deserved.[146] Male privilege is reinforced by treating men, particularly men who fulfill the masculine expectations of their culture, as normal, and thus all other people or gender expressions as abnormal or inferior.[147]

Masculinities are the different definitions and expectations of what it means to be a man or manly. They are socially constructed, change over time, place, or group, can shift throughout the lifespan, and are not inherent to being born male.[148] Factors such as race, class, ability, culture and sexuality shape expectations of masculinity.[149]

'Other' programs were identified during the e-scan but were excluded for one or more of the following reasons: 1) catered to a universal audience (not focused on men and boys); 2) engaged men and boys without a structured focus or curriculum (such as an informal gathering); 3) focused on secondary or tertiary levels of prevention (see Glossary for definitions); 4) did not relate to domestic violence prevention, healthy relationships, healthy masculinities, SEL or gender equality (i.e., the focus areas); 5) were one-off events, meaning that they were not embedded in a broader strategy including resources, programming, skill-building and evaluation; or 6) were inactive at the time of the review. While these 'other' programs were not specifically included in our review, they were considered as part of the broader context of men's and boys' engagement activities in Alberta when writing the report.

Patriarchy is a social system in which males hold primary power and predominate in roles of political leadership, moral authority, social privilege and control of property.[150]

Primary prevention explicitly focuses on action before the condition of concern develops. In the area of family violence, it means reducing the number of new instances of violence by intervening before any violence has occurred.[151] Interventions can be delivered to the whole population or to particular groups that are at high risk of using or experiencing violence in the future.

Programs in development is a category used to describe programs that had a structured curriculum, but had not yet generated any evidence of effectiveness (e.g., had not collected any impact data, were in the planning stages of evaluation). Because of their structure, these programs have the potential to generate data in the future and were therefore included in this review.

Promising practice is a program with preliminary evidence of effectiveness in small-scale studies (i.e., pilot or preliminary data).

Secondary prevention refers to attempts to detect situations where violence is already occurring, but doing so earlier than it might otherwise have been identified.[152] Secondary prevention also refers to efforts to prevent further acts from occurring once violence has been identified.[153] It is often referred to as "early intervention."

Social-emotional learning (SEL) is the process of acquiring and applying five core competencies – self-awareness, self-management, social awareness, (healthy) relationship skills and responsible decision-making – in order to "understand and manage emotions, set and achieve positive goals, feel and show empathy for others, establish and maintain positive relationships, and make responsible decisions."[154]

Tertiary prevention involves providing support and treatment to those already impacted by family violence, as well as interventions to reduce the impact of violence once it has been reported. The focus here is on reducing the harmful consequences of an act of violence after it has occurred, and on long-term care in the wake of violence, e.g. rehabilitation and reintegration.[155]

Violent masculinities also referred to as "negative," "extreme," "traditional," "dominant," and, in some circumstances, "hegemonic," masculinities, are those which justify and naturalize male power and the subordination of women.[156] In addition to a subtle or overt sense of gender superiority, traditional characteristics associated with violent masculinities include being tough, unemotional, powerful, dominant, uncompromising, self-reliant and aggressive. [157, 158]

Appendix 2. List of Leaders and Service Providers Interviewed

Name*	Position/Title	Leader/Service Provider	Program/Initiative
Alex Cameron	Male Domestic Abuse Outreach Program Coordinator – Calgary Counseling Centre	Service Provider	Male Domestic Abuse Outreach Program
Bev Parks	Executive Director – Norwood Child and Family Resource Centre	Service Provider	Supporting Father Involvement program
Bonnie Bailey	Lead Facilitator – Family/Parent Education Calgary Urban Project Society	Service Provider	Supporting Father Involvement program
Paula Woolley	Executive Director – Families Matter	Service Provider	Be a Great Dad
Corinna Totino	Business Development – Families Matter	Service Provider	Be a Great Dad
Dr. David Este	Professor – Faculty of Social Work, University of Calgary	Leader	University of Calgary Research
Dean Mckellar	Supervisor for the Assessment and Short Term Unit – City of Edmonton Community Services – Family and Community Supports	Leader	City of Edmonton FCSS
Dr. Debb Hurlock	Research Consultant for WiseGuyz and CDVC	Leader	WiseGuyz and Facilitator for CDVC strategic plan
Michael Hoyt	Social Worker – Community and Family Support Services – City of Edmonton	Leader	City of Edmonton
Pam Krause	President and CEO – Calgary Sexual Health Centre	Service Provider	WiseGuyz
Patrick Dillon**	Provincial Coordinator	Service Provider & Leader	Alberta Father Involvement Initiative
Sue Languedoc	Executive Director – Aboriginal Consulting Services	Service Provider	Circle of Safety
Karen Caine	Manager, Strategic Initiatives and Family Outreach Program – Terra Centre	Leader	Terra Centre
Vic Lantion**	Program Coordinator for SHARE – Ethno-Cultural Council of Calgary	Service Provider & Leader	Men's Action Network Calgary (MAN-C)
Dr. Gaye Warthe	Chair, Department of Social Work and Disability Studies – Mount Royal University	Leader	Researcher, Stepping Stones program
Dr. David Long	Professor of Sociology – Kings University	Leader	Research
Hayley Scott	Education and PACES Program Director – Calgary Communities Against Sexual Assault	Service Provider	Man Enough?
Jan Reimer**	Executive Director – Alberta Council of Women's Shelters	Service Provider & Leader	Leading Change – The CFL Project
Dr. Karen	Professor, Faculty of Nursing –	Leader	Researcher and Program

Benzies	University of Calgary		Designer/Evaluator
Kim Krawec	Coordinator – Western Rockyview ParentLink Centre	Service Provider	Supporting Father Involvement program
Liza Lorenzetti	PhD(c), MSW, RSW – Faculty of Social Work, University of Calgary	Leader	Researcher and MAN-C Lead
Marlene Iverson	Safe Visitation Coordinator – PACE	Service Provider	Caring Dads
Dana Kerford	Founder/Friendship Expert	Service Provider	Lead for Good Guys program
Patricia Jones	Chief Executive Officer – Catholic Family Service	Service Provider	Fathers Moving Forward

*All participants provided consent that permits the use of their name and organization/program(s) in this report.
**These three participants were interviewed as community leaders and service providers

Appendix 3. Interview Guides for Leaders and Service Providers

Interview Guide for Service Providers

PART A: EXISTING PROGRAMS & SUPPORTS

1. Do you currently have any programs or supports for men and boys that are related to violence prevention or promoting healthy relationships? If yes, what?
2. *Work through each program/support individually to answer the following questions:*
   a. What is the purpose of the program/support? What outcomes is it designed to achieve?
      i. Do you have a program design, logic model or theory of change that I could look at?
   b. How would you describe the program or support?
      i. Type (e.g., psycho-educational program, workshop, peer support, mentoring, training, information, referrals, psychosocial assessment, counselling, case management, advocacy, community organizing/community development, research, other)
      ii. Length/duration
      iii. Target population (e.g., boys, adolescents, fathers, corporate males, coaches/athletes, etc.)
      iv. Location
      v. Setting (e.g., school-based, home-based, community-based, agency setting, clinical setting, etc.)
      vi. Other (e.g., any notable staffing/resource requirements, training requirements, curricula, partners, etc.)
3. How was the program/support developed?
   a. Is this an original model or something that was adapted from elsewhere?
   b. Is it evidence-based/evidence-informed?
4. How long has this program/support been in place?
5. Who funds the program/support?
6. Have any of these programs been evaluated?
   a. If yes, what were the findings? Can we have a copy of the most recent report?
   b. If no, do you have any plans to evaluate it? (If yes, when and how?)
7. Do you have any documentation related to the programs/supports we've discussed that you can share?
8. *Where possible, get copies of all related documentation, including:*
   a. Evaluation Framework and/or Data Collection Plan
   b. Evaluation Findings
   c. Logic Model
   d. Program Design
   e. Theory of Change
   f. Reports to Funders
   g. AGM Report

PART B: CHALLENGES & ENABLERS

1. What challenges (if any) are you experiencing in your efforts to engage men and boys in violence prevention?

2. What kinds of supports would help to enhance your efforts to engage men and boys in violence prevention?

    a. Is there anything that you would like to take on in this area, but require additional support to do it?

PART C: BROADER LANDSCAPE OF ACTIVITIES

1. What can you tell me about the broader set of activities related to engaging men and boys in your community?

2. Do you know of any programs or supports that other organizations are offering related to engaging men and boys in violence prevention?

3. Do you know of any policy-related work in this area?

4. We are wanting to engage male leadership around violence prevention and healthy relationships. Who do you see as potential leaders in your area?

    a. Who has credibility, experience and the power to influence? (Encourage them to think out of the box – could be a coach, a faith leader, a business leader, etc.)

        i. Get list of names and contacts

    b. Which of your municipal leaders would you identify as being a good candidate for taking a leadership role in engaging men and boys in violence prevention?

Interview Guide for Leaders

1. Based on your knowledge and experience, where have you seen the greatest advancement or success in your region in the area of engaging men and boys in violence prevention?

2. What can you tell me about the broader set of initiatives/activities related to engaging men and boys in violence prevention that currently exist in your region, specifically, any programs, supports or organizations that are doing work in this area?

3. Do you know of any policy work in this area?

4. What is your vision for engaging men and boys in violence prevention in your region?

5. What supports would be needed to make that happen?

6. What challenges or gaps would need to be addressed?

7. Who is in the best position to lead this kind of work?

8. What recommendations would you give to the Government of Alberta in order to implement and sustain work in this area?

9. We are wanting to engage male leadership around violence prevention and healthy relationships. Can you identify any leaders or potential leaders in your area that could help move this work forward?

10. Who has credibility, experience and the power to influence?

11. Which of your municipal leaders would you identify as being a good candidate for taking a leadership role in engaging men and boys in violence prevention?

Appendix 4. Engaging Men and Boys in Alberta – Data Collection Template

Date	
Interview #	
Interviewer	

Programs/Supports (Complete separate form for each program/support)	
Organization	
Contact Information	
Program Name	
Program Purpose/Objectives	
Type of Program (check all that apply)	❑ psycho-educational program ❑ workshop ❑ peer support ❑ mentoring ❑ training ❑ information & referral ❑ counselling ❑ psychosocial assessment ❑ case management ❑ advocacy ❑ community organizing/community development ❑ research ❑ other (please describe) _____
Length/Duration (i.e., # of sessions, length of sessions, length of program)	
Target Population (e.g., boys, adolescents, fathers, corporate males, coaches/athletes, etc.)	
Program Location	
Program Setting (e.g., school-based, home-based, community-based, agency setting, clinical setting, etc.)	
Program History (how it was developed, how long it's been running, etc.)	
Evidence Based? Y/N (If yes, describe)	
Evaluated? Y/N (If yes, describe findings)	
Documentation Available (check off what you are collecting)	❑ Logic Model ❑ Program Design ❑ Evaluation Framework ❑ Evaluation Report ❑ Report to Funders ❑ Data Collection Plan ❑ AGM Report ❑ Other _____
Notes	

References

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Environmental Scan of Primary Prevention Programs and Practices for Engaging Men and Boys in Alberta

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THE PROJECT TO END
DOMESTIC VIOLENCE

Alberta
Government
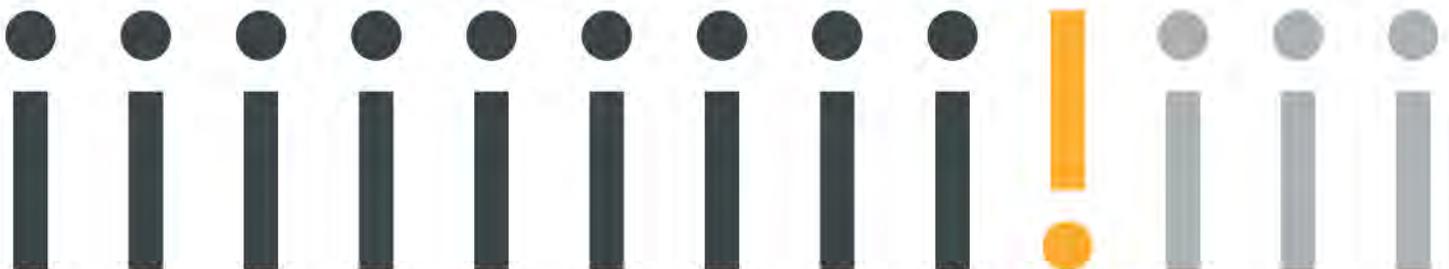
Table of Contents

1.0 Introduction

A systematic electronic scan ("e-scan") with supplementary telephone consultations was conducted from July to September 2015, in order to assess current primary prevention programs that explicitly targeted men and boys in any of the following areas: domestic violence prevention, gender equality, healthy relationships, social-emotional learning (SEL) and/or healthy masculinities. The goals of the research included:

1. To provide a current inventory of best and promising primary prevention programs, practices and initiatives engaging men and boys in the province of Alberta;
2. To identify gaps in services both at the programmatic level (focus areas that are under-represented and/or demographic groups that are under-served) and the geographic level (areas of the province not reached by current best and promising primary prevention programs);
3. To understand where evidence is strong and can be scaled up, and where program/evaluation support is needed; and,
4. To identify infrastructure (people, policy, organizations, initiatives, resources) that can potentially be leveraged to deliver a comprehensive strategy to engage men and boys with the aim of preventing violence against women.

The purpose of this research was to assess and understand the current Alberta environment in order to inform the development of a provincial Action Plan to engage men and boys in primary prevention.

2.0 Methods

The systematic e-scan and supplementary telephone consultations occurred between July and September 2015. The research focused on primary prevention programs that explicitly targeted men and boys in any of the following focus areas: domestic violence prevention, gender equality, healthy relationships, social-emotional learning (SEL) and/or healthy masculinities (see Glossary for definitions). The focus areas were guided by previous research conducted by Shift on primary prevention approaches that address root causes of violence against women.[1,2,3,4]

To scan for current Alberta programs, we chose sites from two Census Metropolitan Areas, 64 municipal districts and five specialized municipalities. Within each of these areas, we chose the largest centre, be it a city, town, village or hamlet, for further investigation, resulting in 71 sites covering the entire province, and representing a residential population of approximately 2,935,727 (based on 2011 census counts, or more recent data where available), or about 70% of the provincial population. Please see Table A1 for the list of the sites included in the e-scan and Figure A1 for a map of Alberta's municipal district boundaries.

Using the name of the selected location as a key word, each location was systematically scanned for programs through Google searches using a number of search terms. Specifically, each search

used the name of the location (e.g., Calgary), followed by a key word for men or boys (*men* or *boy* or *male* or *masculine* or *masculinities*) and a search term from one of each of these seven groups: (1) *program* or *intervention* or *training* or *healing* or *curriculum* or *practice*; (2) *domestic* or *interpersonal* or *family* or *gender-based* or *sexual* or *violence* or *abuse* or *assault*; (3) *aggression* or *anger* or *bullying* or *behaviour* or *norms*; (4) "*healthy relationships*" or "*social emotional learning*" or "*gender equality*"; (5) "*mental health*" or *wellbeing* or *trauma* or *"peer support"*; (6) *parent* or *parenting* or *parenthood* or *father* or *fatherhood* or *dad*; (7) *sport* or *recreation* or *workplace* or *relationship* or *network*. Search terms were chosen based on 1) Shift's entry points to engaging men and boys[5] and 2) root causes of violence against women, as identified by a prior literature review.[6,7,8,9]

The first three returned pages from each search were checked for programs in the specified location that met the inclusion criteria (i.e., primary prevention programs that engaged men and/or boys and targeted one of the focus areas). A total of 12,141 pages of results were viewed. Links were then followed to identify initiatives within Alberta that targeted men and boys *and* at least one of the focus areas (i.e., domestic violence prevention, gender equality, healthy relationships, SEL and/or healthy masculinities). Programs were excluded and categorized as 'other' if they: catered to a universal audience (not focused on men and boys specifically); engaged men and boys without a structured focus or curriculum (such as an informal gathering); focused on secondary or tertiary levels of prevention (see Glossary for definitions); did not relate to domestic violence prevention, healthy relationships, healthy masculinities, SEL or gender equality (i.e., the focus areas); were one-off events, meaning that they were not embedded in a broader program and/or strategy including resources, programming, skill-building and evaluation; or were inactive at the time of the review. Beyond these 'other' programs, key players in service delivery, community development, awareness raising, advocacy or policy/research development located during the search were identified as 'infrastructure' partners in the field of engaging men and boys, because they were conducting important work in this area, but were outside the confined scope of this review. Examples of such partners are described in Section 4.6.2.

Programs that were selected for inclusion were categorized as either evidence-based (n=1), promising practice (n=6) or 'in development' (n=16), and then classified according to their focus area, target audience and geographic location. Content or focus area was assessed based on descriptions in program documents or on program websites. When program reports, curricula or evaluations were not publicly available through the program's website or through an academic publication, representatives from these programs were contacted with a request for these documents. Each program listed in Tables A2 to A4 was also contacted by Shift's *Provincial Lead to Engage Men and Boys in Violence Prevention* to provide additional information and confirm our findings and categorizations[*]. In completing this step, we found that information received during the telephone consultations regarding program focus areas often differed from how

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[*] Note: Focus areas were not confirmed with one program (*I Am A Kind Man*). We also contacted separately *Boys Groups*, *Boys Will be Boys* and *Council for Boys and Young Men* (but these are listed as one program in Table A3 because these programs utilize the same curriculum in different locations). Thus, the total number of programs identified by the e-scan was 23, while the number of programs contacted was 24.

programs were classified during the e-scan process. Thus, we present information from both the e-scan and the telephone consultations when discussing program focus areas.

This research project was approved by the University of Calgary's Conjoint Faculties Research Ethics Board in January 2015.

3.0 Limitations

Although our e-scan systematically searched selected locations for programs that fit our criteria, it is possible that some relevant programs were missed (e.g., programs that were not covered by our search terms or included locations and/or had no online presence). However, both our list of search terms and list of locations was extensive, and so we feel we have included the majority of relevant best and promising primary prevention programs/practices in Alberta. In addition, online material was sometimes out of date and reported on programs that were no longer running. It is also possible that new programs did not yet have an established web presence, and therefore would have been missed by our search. Given these limitations, we consider our scan a snapshot of current programs in Alberta that were accessible online as of July-September 2015. Finally, we note that only one program was identified in locations of 10,000 residents or fewer, which could either indicate that smaller locations are underserved, or that local websites are not capturing activities in smaller constituencies.

Although program documents such as curricula, evaluation findings and logic models were collected where available, they were not examined in-depth due to the tight scope and timeline of the review; we note that this is a possible reason why our categorization of focus areas differed from those reported during the telephone consultations. As such, we consider our review a surface scan. Future work should systematically review these documents, comparing them with best practices in the field, and providing recommendations for enhancing program scale-up throughout the province. Furthermore, many programs had not yet developed these documents, or did not make them public. Supporting programs to build their documentation and evaluation capacity may thus help increase available data on programs that engage men and boys in primary violence prevention in Alberta. Related to this, we note that no promising practices or programs in development identified in this scan had a formal, organization-specific evaluation plan, although a few programs were starting to work on one (information gathered during telephone consultations).

On a final note, our search inclusion criteria stipulated that universally-targeted programs (i.e., programs that did not exclusively target men and/or boys) would be excluded from the scan, given the stated goals of this work (i.e., to understand where men and boys are being explicitly engaged by primary prevention programs in Alberta). However, while they were excluded from this review, these programs are still a valuable part of a comprehensive strategy to end violence against women, and are thus documented in Table A6 (and of note, some of these programs are evidence-based; e.g., PATHS®). Excluded programs demonstrate, in part, the broader landscape of violence prevention initiatives in Alberta.

4.0 Findings

4.1 Urban Concentration

Only nine of the 71 locations[*] searched had programs that met our criteria, and seven of those nine locations had populations of 20,000 or higher. Only one evidence-based program was identified, *Supporting Father Involvement*, which was offered in three locations: Calgary, Cochrane and Lethbridge (all of which are locations with more than 17,000 residents, and all of which are in Southern Alberta). Promising practices (n=6) and programs in development (n=16) were also clustered in or near larger cities. Specifically, promising practices were located in Calgary (n=3), Edmonton (n=2), Beaumont (n=1), Drayton Valley (n=1), Red Deer (n=1) and Strathcona County (n=1),[†] and programs in development were located in Calgary (n=7), Edmonton (n=3), Lloydminster (n=2), Grande Prairie (n=1), Lethbridge (n=1), Red Deer (n=1) and Strathmore (n=1).[‡] Please see Tables A2-A4 at the end of the report for a detailed list of programs and their locations.

Taken together, the total population residing in municipal districts where at least one evidence-based, promising practice or 'in development' program was currently operating represented about 58% of the provincial population. However, the majority of programs were offered in the province's four largest cities – Calgary, Edmonton, Lethbridge and Red Deer.

> ➢ **Implication 1**: Overall, the geographic reach of evidence-based, promising practice and 'in development' programs is insufficient to serve the needs of men and boys in the province. We conclude that programs engaging men and boys are not reaching rural populations, with communities north of Edmonton particularly underserved.
> ➢ **Implication 2:** The majority of men's and boys' primary violence prevention programs in Alberta are 'in development', meaning they currently have no evidence of effectiveness. These programs, along with promising practice programs, should be supported to develop their evaluation capacity, in order to understand what is having impact and to allow for greater comprehensiveness in provincial programming.

4.2 Focus Areas of Programs

Focus area classifications were derived from our surface scan of program documents and/or websites. In order to maintain classification reliability, only explicitly stated focus areas were used to categorize programs.[§] Table A5 (on page 21) presents a summary matrix of all programs by their focus area.

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[*] Cochrane and Beaumont were not pre-identified search sites, and so they are not listed in Table A1. However, during our search, we found that they did offer programs that were identified in included locations, and so we include them in Tables A2 and A3, respectively.

[†] Please note that the number of locations is higher than the number of programs because one program was offered in three locations.

[‡] Note: *I Am a Kind Man*, a program in development, is offered by the Alberta Native Friendship Centres, which have locations throughout the province. Thus, in Table A4, the location of this program is noted as Alberta. For the purpose of the geographic count, however, we used the location of Edmonton, since this is where the Alberta Native Friendship Centres main office is located.

[§] In the telephone consultations (see Section 4.3), programs identified their focus areas differently than the categories assigned based on documents from the e-scan.

Chart A1: Focus areas of evidence-based programs, promising practices and programs in development (N=23)
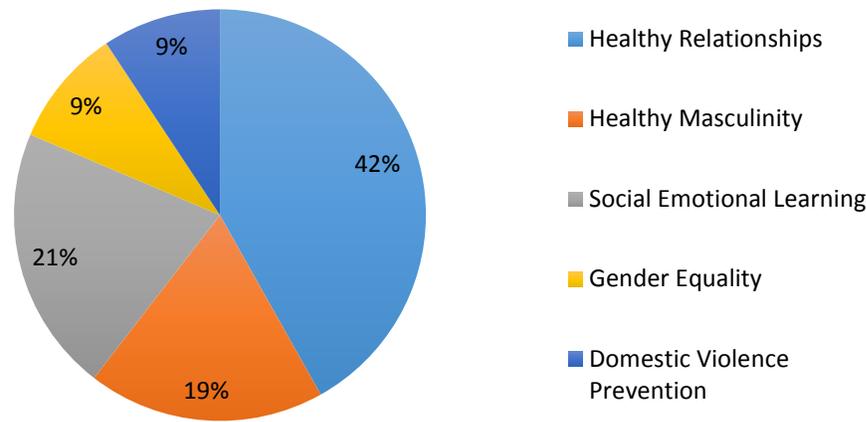
As shown in Chart A1, the largest number of programs focused on healthy relationships (42% had this focus) – indeed, the only evidence-based program we found focused on healthy relationships, and was targeted to fathers (see Table A2). A smaller number of programs overall focused on SEL and healthy masculinity, with the least common focus areas being gender equality and domestic violence prevention.

Promising practice programs and programs 'in development' had a broader range of focus areas than the one evidence-based program identified (please see Table A3 and A4 for a detailed list of these programs). The six promising practice programs focused on healthy relationships (38% of these programs focused on this area), healthy masculinity (25%) and domestic violence prevention (19%), followed by gender equality (13%) and SEL (6%). The 16 programs in development focused on healthy relationships (42% of these programs focused on this area), SEL (31%), healthy masculinity (15%), gender equality (8%) and domestic violence prevention (4%). Thus, while the primary foci for both promising practice and 'in development' programs were healthy relationships and healthy masculinities, promising practice programs were more likely to focus on domestic violence prevention, while 'in development' programs were more likely to focus on SEL.

Chart A2 shows focus areas for evidence-based programs, promising practices and programs in development, as determined during the e-scan.

Chart A2: Focus area by program evidence base (N=23)

Legend:
- In Development (green)
- Promising (yellow)
- Evidence-based (orange)

X-axis categories: Healthy Relationships, Healthy Masculinity, Social Emotional Learning, Gender Equality, Domestic Violence Prevention

Y-axis: 0 to 20
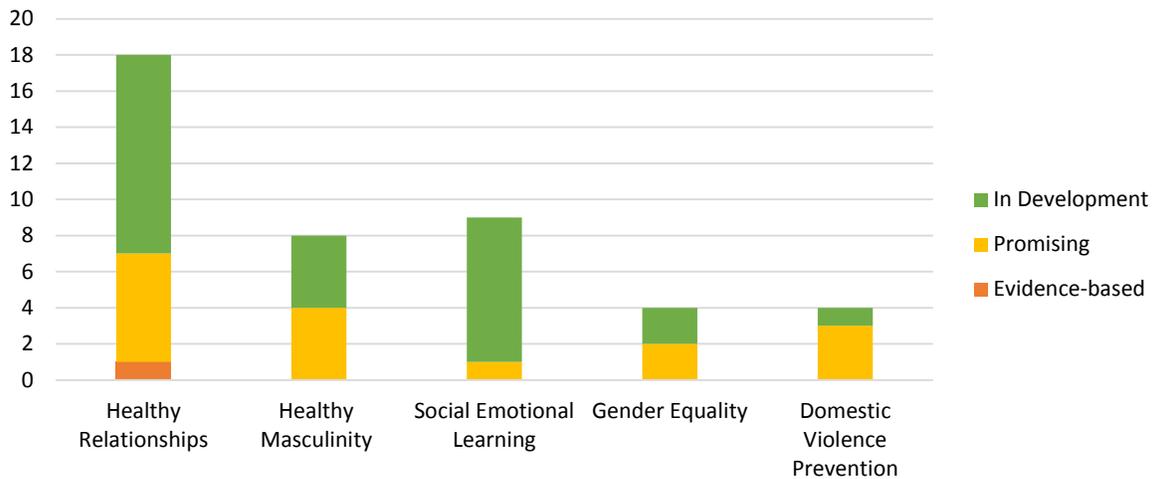
➢ **Implication 1**: Only one evidence-based program was identified during the e-scan. This program, and the majority of all identified programs, focused on building healthy relationships. The second most common areas of focus were healthy masculinities and social-emotional learning. A minority of programs focused on domestic violence prevention or gender equality. Thus, capacity building related to the focus areas which are tied to root causes of violence against women is needed, with a specific focus on gender equality and domestic violence prevention.

4.3 Findings from the Telephone Consultations

In order to triangulate the information gathered from the e-scan, telephone consultations with representatives from the identified programs (Tables A2-A4) were conducted by the Provincial Lead. Data collected through the telephone consultations differed from that of the e-scan, principally in terms of program focus areas: rather than seeing their programs as specific to one of the five areas (healthy relationships, healthy masculinities, SEL, gender equality or domestic violence prevention), programs tended to see their work as engaging with multiple spheres. The charts below show the self-reported percentage and number of programs focusing on each area (Chart A3), a comparison of self-reported focus areas with the findings from the e-scan (Chart A4), and the demographic breakdown of target populations for each focus area as reported during the telephone consultations (Chart A5). When respondents stated that they touched on a focus area indirectly, these responses were not included in the analysis (six for gender equality and one for healthy masculinities).

Chart A3: Self-reported focus areas for evidence-based, promising practice and in development programs (N=24)

Focus Area	Value
Healthy Relationships 88%	21
Healthy Masculinities 92%	22
Social Emotional Learning 88%	21
Gender Equality 63%	15
Domestic Violence Prevention 50%	12
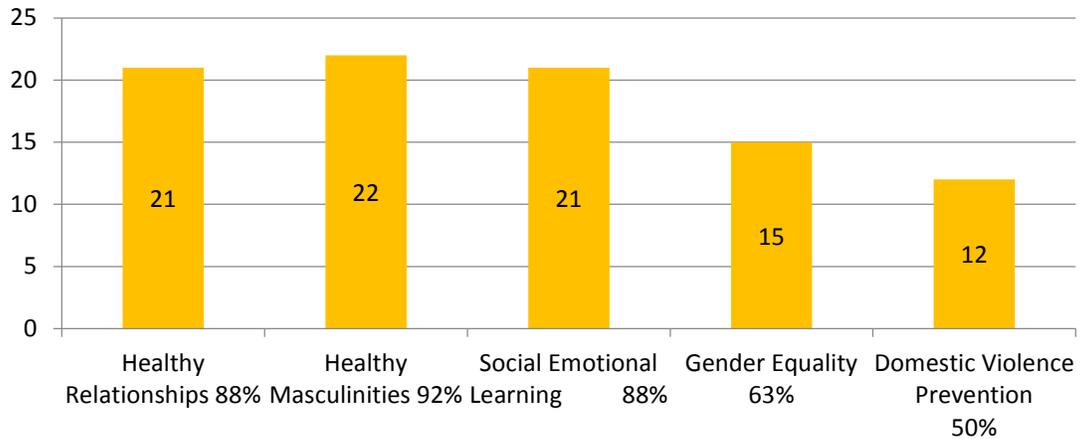
Chart A4: Comparison of self-reported focus areas with focus areas assigned during e-scan

Focus Area	E-scan (N=23)	Phone consultations (N=24)
Healthy Relationships	18	21
Healthy Masculinities	8	22
Social Emotional Learning	9	21
Gender Equality	4	15
Domestic Violence Prevention	4	12
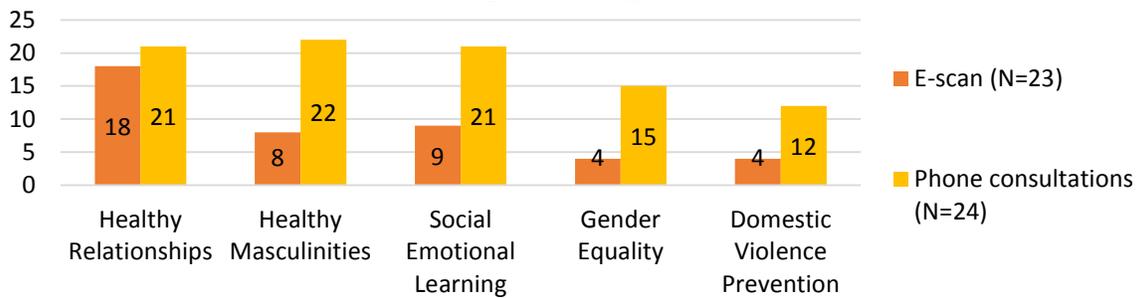
Chart A5: Self-reported focus areas by target population (N=24)

Focus Area	Boys	Fathers	Men	Diverse Men
Healthy Relationships	13	3	4	1
Healthy Masculinities	13	4	4	1
Social Emotional Learning	13	3	4	1
Gender Equality	7	3	4	1
Domestic Violence Prevention	3	4	4	1
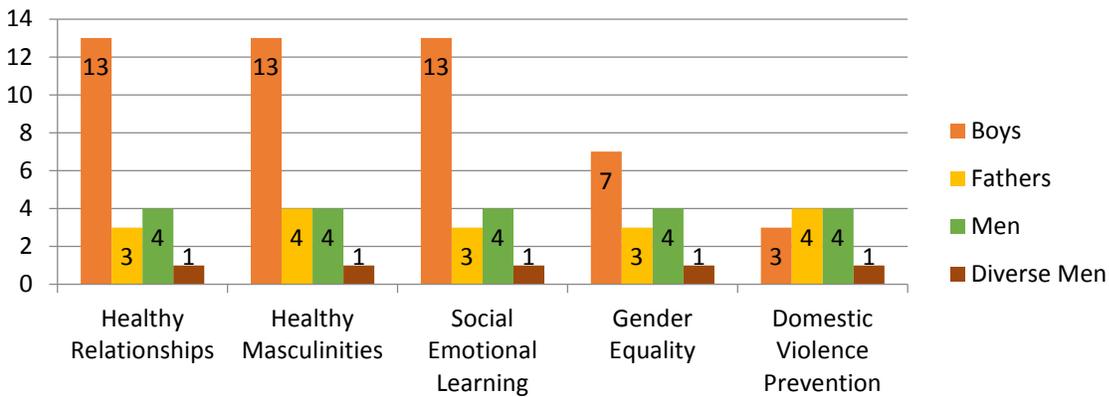
Based on the telephone consultations, it appears that many programs are engaged in a number of the identified focus areas, but this varies by target population. Domestic violence prevention, for example, was mostly geared towards men, with only three programs focusing on domestic violence prevention with boys (even though across all focus areas, programs for boys made up over half of all programs; see Chart A6). It is also interesting to note that a much higher number of programs self-reported that they focused on gender equality, domestic violence prevention, healthy masculinities and SEL than was found in the e-scan; this suggests that while individuals internal to the program see their program as addressing these areas, this focus was not readily apparent in key program documents.

Chart A6: Evidence-based programs, promising practices and programs in development by target population, from e-scan (N=23)
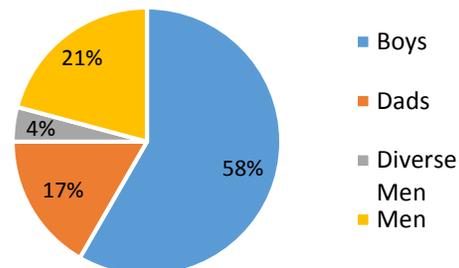
- **Implication 1**: Findings from the telephone consultations point to the discrepancy between focus areas as stated in publically available program documentation and focus areas based on the perceptions of program stakeholders.
- **Implication 2:** Ensuring common language around and definitions of focus areas, as well as evaluation to demonstrate effectiveness in each of these areas, will ensure that key players in Alberta are using relevant and mutually understandable terminology when describing their work.

4.4 Target Populations of Programs

Among all the programs identified for inclusion in this scan (N=23), boys were the majority target audience (58%), while men and dads made up 21% and 17% respectively, and diverse men and boys[††] comprised the remainder (4%; see Chart A6). Although the focus on boys is a welcome primary prevention approach, our findings indicate a clear gap in programming for diverse men and boys (see Chart A7); specifically, only one identified program (*I am a Kind Man,* run by the Alberta Native Friendship Centres) targeted diverse men (see Table A4 for more details about this program), and no programs were identified that targeted sexually diverse men or men with disabilities. Although almost all of the identified programs did not target diverse men and boys, some of the infrastructural partners identified in the scan are actively working with these groups. Examples include the Men's Action Network Calgary (MAN-C run by the Ethno-Cultural Council of Calgary), who work to engage men and boys in healthy relationships, and the Moosehide campaign, which encourages Aboriginal men to pledge not to condone or commit violence against women.

[††]**Diverse men and boys**, as used in this report, refers to the broad spectrum of dimensions upon which individuals differ. This includes, but is not limited to, ethno-cultural diversity, socio-economic diversity, gender diversity and sexual diversity.

Chart A7: Evidence-based programs, promising practices and programs in development by target population (N=23)
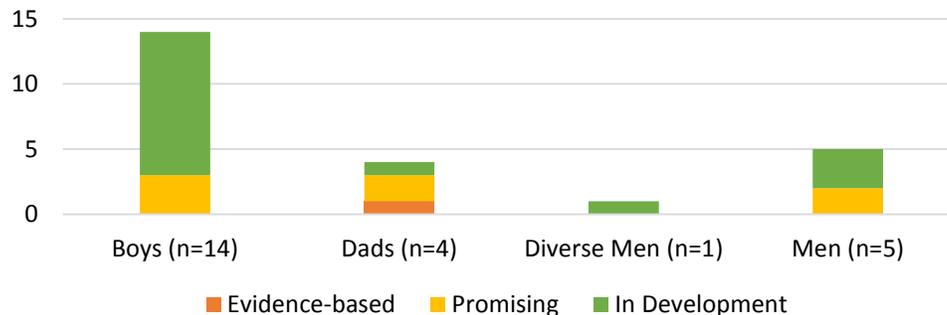
- ➢ **Implications**: The focus on boys is promising and should be scaled province-wide.
- ➢ **Implications**: Additional funding to support programming for men – particularly fathers and diverse men – is needed in Alberta.

4.5 Key Settings Where Men Congregate Are Untapped in Alberta

Previous research conducted by Shift has identified men's settings, that is, the places men and boys work, learn, recreate, worship and socialize, as important entry points for engagement.[10] However, the scan found only one‡‡ promising program that explicitly engaged men and boys through sports: the Alberta CFL (Canadian Football League) Project, which is led by the Alberta Council of Women's Shelters (see Table A3). We also found that although there were many churches that had men's ministries (see Table A6), none were identified that had structured programs, nor were any workplace programs identified that specifically targeted men. Although many schools throughout the province highlight the importance of healthy relationships for students on their websites or in newsletters, only a few schools were identified that had programs targeting boys, and most of these were concentrated in Calgary. Thus, men's and boys' settings are untapped resources that can be leveraged to engage men and boys in Alberta.

- ➢ **Implication 1**: In the places where men and boys spend the majority of their time, almost no evidence-based or promising practice programs are available to promote primary prevention of domestic violence. Investing in targeted programs in workplaces, schools, places of worship, and sporting venues is a key prevention strategy.

4.6 The Broader Alberta Landscape

4.6.1 All 'Other' Programs

As described in Section 2.0, programs were excluded and categorized as 'other' if they: catered to a universal audience (not focused on men and boys); engaged men and boys without a

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‡‡ In early October 2015, the authors were notified of the Player Impact Program, a partnership between the Calgary Flames, Western Hockey League and Calgary Police Service. It was not included in this scan because it was identified outside of the time limits for the search.

structured focus or curriculum (such as an informal gathering); focused on secondary or tertiary levels of prevention (see Glossary for definitions); did not relate to domestic violence prevention, healthy relationships, healthy masculinities, SEL or gender equality (i.e., the focus areas); were one-off events, meaning that they were not embedded in a broader strategy including resources, programming, skill-building and evaluation; or were inactive at the time of the review. The research identified a snapshot of such programs (N=327); for the list[§§] of these programs, please see Table A6 at the end of the report.

> **Implications**: There appears to be a large number of programs that could be leveraged in a provincial men and boys' violence prevention strategy. Further research on and knowledge about these programs, and how they include and serve men and boys, is important to this work.

4.6.2 Alberta Infrastructure: People, Policies, Organizations, Initiatives, and Resources

Although the majority of identified programs were located in large, urban centres, we also note that broader policy frameworks and organizational infrastructure exist throughout Alberta that could reach a greater percentage of the population, and support service provision in rural locations. Policy frameworks with relevance to this work include *Alberta's Framework to End Family Violence*; the provincial *Mental Health Capacity Building Initiative*; and *Alberta's Plan for Promoting Healthy Relationships and Preventing Bullying*. We believe that all three offer avenues to engage men and boys in SEL, healthy relationships, healthy masculinities, gender equality and domestic violence prevention activities. In addition to these provincial policy initiatives, we also note the Edmonton-Evergreen Family and Community Support Services (FCSS) initiative that is investing and leading in this area. FCSS programs are well-positioned within communities to invest in local coalitions and networks, and to implement, adapt and evaluate programs that have been successful elsewhere. Other local funders like the United Way of Calgary and Area are also supporting key programs and initiatives that engage men and boys in violence prevention, specifically funding the Calgary Domestic Violence Collective (CDVC) to build a local men and boys' prevention strategy.

Other community and organizational infrastructure with broad geographic reach and mandates that align with engaging men and boys in violence prevention identified by the scan includes but is not limited to: Alberta Native Friendship Centres, Alberta Council of Women's Shelters (ACWS), Alberta Mentoring Partnership, and agencies like YM/YWCAs, Boys & Girls Clubs, and Big Brothers Big Sisters that have wide geographic reach. Additional initiatives already involved in this work in the province include Men's Action Network Calgary (MAN-C), Men Edmonton, PACE (Grande Prairie), Alberta Father Involvement Initiative, Father Involvement Network of Edmonton Region (FINER), the Moosehide Campaign, the White Ribbon Campaign, university male allies groups (such as those hosted at the University of Calgary and University of Lethbridge), Breakfast with the Guys events hosted by ACWS and many shelters throughout the province, and Walk a Mile in Her Shoes events hosted by YWCAs. We feel this organizational infrastructure provides ready-made avenues to reach men and boys throughout the province, and that these agencies and

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[§§] The 'other' list also includes related policies and organizations that offer a variety of programs that fall under our exclusion criteria and were found during the search.

networks can collectively support a multi-faceted, province-wide men and boys' strategy. In terms of targeting this broader strategy, the Alberta Men's Survey (see http://www.albertamen.com), a partnership between the Faculty of Social Work, University of Calgary and many community-based agencies throughout the province, may be an important source of information for designing programs to meet men's needs and build on their strengths.

> **Implication 1**: Although program offerings are currently geographically limited, policies and organizational (and community) initiatives exist across the province that have the potential to meet the needs of a greater population of men and boys. Pertinent infrastructure includes networks, leadership, funders, research, expertise and other resources integral to the success of a province-wide men and boys' strategy.
> **Implication 2:** Leveraging the FCSS infrastructure and other local funders (like United Way) to lead and support local initiatives will help advance the work.

Glossary of Terms

Program Classification

Evidence-based programs are well-defined programs that have demonstrated their efficacy through rigorous, peer-reviewed randomized controlled trial(s). These programs are also often endorsed by government agencies and well-respected research organizations.[11] These programs are not only well-defined and effective, but may have also shown long-term benefits and been successfully replicated across a range of populations and contexts.[12]

Infrastructural partners are people, policy, organizations, initiatives and/or resources that can potentially be leveraged to support a comprehensive strategy to engage men and boys, with the aim of preventing violence against women in Alberta.

Initiative is a practice, policy, program, action, scheme, strategy, effort or other type of undertaking in the field of preventing violence against women. Of particular interest for this research are education programs/initiatives, purposive coalitions and networks, institutional change initiatives, public policy change initiatives, and knowledge translation and mobilization initiatives.

'Other' programs were identified during the search but were excluded for one or more of the following reasons: 1) catered to a universal audience (not focused on men and boys); 2) engaged men and boys without a structured focus or curriculum (such as an informal gathering); 3) focused on secondary or tertiary levels of prevention (see Glossary for definitions); 4) did not relate to domestic violence prevention, healthy relationships, healthy masculinities, SEL or gender equality (i.e., the focus areas); 5) were one-off events, meaning that they were not embedded in a broader strategy including resources, programming, skill-building and evaluation; or 6) were inactive at the time of the review. While these 'other' programs were not specifically included in our review, they were considered as part of the broader context of men and boys' engagement activities in Alberta when writing the report.

Programs in development is a category used to describe programs that had a structured curriculum, but had not yet generated any evidence of effectiveness (e.g., had not collected any impact data, were in the planning stages of evaluation). Because of their structure, these programs have the potential to generate data in the future and were therefore included in this review.

Promising practice is a program with preliminary evidence of effectiveness in small-scale studies (i.e., pilot or preliminary data).

Types of Prevention

Primary prevention explicitly focuses on action before the condition of concern develops. In the area of family violence, it means reducing the number of new instances of violence by intervening

before any violence has occurred.[13] Interventions can be delivered to the whole population or to particular groups that are at high risk of using or experiencing violence in the future. [14]

Secondary prevention refers to attempts to detect situations where violence is already occurring, but doing so earlier than it might otherwise have been identified.[15] Secondary prevention also refers to efforts to prevent further acts from occurring once violence has been identified.[16,17] It is often referred to as "early intervention."

Tertiary prevention involves providing support and/or treatment to those already impacted by family violence, as well as interventions to reduce the impact of violence once it has been reported. The focus here is on reducing the harmful consequences of an act of violence after it has occurred, and on long-term care in the wake of violence, e.g., rehabilitation and reintegration. [18,19]

Focus Areas

Domestic violence prevention in this report refers to programs that focus on *primary prevention* of domestic violence – which means trying to stop the violence before it starts.

Gender equality, as used in this report, refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men are the same, but rather that women's and men's rights, responsibilities and opportunities will not depend on the sex of their body, their sexuality, or their gender identity.[20]

Healthy masculinities are defined in this report as "nonviolent personal and interpersonal behavior[s], emotional and social intelligence, and the ability to be both assertive and empathic."[21]

Healthy relationships are those that consist of a connection between people that increases well-being, are mutually enjoyable, and enhances or maintains each individual's positive self-concept. Healthy relationships are based on the belief that everyone has value and is equal, and that the power in a relationship is shared. Characteristics of a healthy relationship include respect, trust, support, accountability, honesty, shared responsibility, fairness and non-threatening behaviour. When conflict (i.e., a disagreement of opinion or interest between people) occurs, it is resolved through negotiation rather than the misuse of power.[22]

Social-emotional learning (SEL) is the process of acquiring and applying five core competencies – self-awareness, self-management, social awareness, (healthy) relationship skills and responsible decision-making – in order to "understand and manage emotions, set and achieve positive goals, feel and show empathy for others, establish and maintain positive relationships, and make responsible decisions."[23]

Table A1: E-scan Sites Across the Province (N=71)

City/Town[***]	Municipal District	Population
Calgary	Calgary	1195194
Edmonton	Edmonton	877926
Red Deer	Red Deer County	98585
Lethbridge	Lethbridge County	93004
St Albert	Sturgeon County	63255
Medicine Hat	Cypress County	61180
Fort McMurray	Specialized Municipality - Wood Buffalo	61000
Grande Prairie	County of Grande Prairie No. 1	55032
Airdrie	Rock Valley	54891
Spruce Grove	Parkland	29526
Leduc	Leduc County	28583
Okotoks	Foothills 31	24511
Fort Saskatchewan	Specialized Municipality -- Strathcona County	22808
Lloydminster	County of Vermillion River	20011
Camrose	Camrose County	18038
Cold Lake	Bonnyville No. 87	15736
Brooks	County of Newell	13676
Lacombe	Lacombe County	12728
Wetaskiwin	County of Wetaskiwin	12621
Strathmore	Wheatland County	12300
Hinton	Yellowhead County	9640
Whitecourt	Woodlands County	9605
Olds	Mountain View County	8235
Taber	Taber	8104
Drayton Valley	Brazeau County	7049
Rocky Mountain House	Clear Water County	6933
Slave Lake	Lesser Slave Lake No. 124	6782
Ponoka	Ponoka County	6733
Wainwright	Wainwright No. 61	5925
Stettler	Stettler No.6	5748
Vegreville	Minburn No. 27	5717
Crowsnest Pass	Specialized Municipality	5565
St. Paul	County of St Paul No. 19	5400
Westlock	Westlock County	4823
Barrhead	County of Barrhead	4432
Grande Cache	Green View No. 16	4310
Jasper	Specialized Municipality	4051
Claresholm	Willow Creek No. 26	3758
Raymond	Warner No. 5	3743
Pincher Creek	Pincher Creek No. 9	3685
High Level	Specialized Municipality - McKenzie County	3641
Cardston	Cardston County	3580
Three Hills	Knee Hill County	3198
Fairview	Fairview No. 136	3162

[***] Cochrane and Beaumont were not pre-identified search sites, and so they are not listed in Table A1. However, during our search, we found that they did offer programs that were identified in included locations, and so we include them in Tables A2 and A3, respectively.

Athabasca	Athabasca County	2990
High Prairie	Big Lakes County	2600
Grimshaw	Peace No. 135	2515
Tofield	Beaver County	2182
Provost	Provost No. 52	2041
Bow Island	Forty Mile No. 8	2025
Vulcan	Vulcan County	1836
Lamont	Lamont County	1753
Wabasca	Opportunity No. 17	1569
Mayerthorpe	Lac St. Anne County	1400
Two Hills	Two Hills No. 21	1379
Manning	County of Northern Lights	1164
Falher	Smoky River No. 130	1075
Spirit River	Sprit River No. 133	1025
Smoky Lake	Smoky Lake County	1022
Killam	Flagstaff County	981
Coronation	Paintearth No. 18	947
Beaver Lake	Lac La Biche County	496
Thorhild	Thorhild County	488
Exshaw	Bighorn No. 8	382
Hines Creek	Clear Hills County	380
Nampa	Northern Sunrise County	362
Morrin	Starland County	245
Eaglesham or Wanham	Birch Hills County	200
Acadia Valley	Acadia No. 34	140
Woking	Saddle Hills County	106
NA	Ranchland No. 66	NA
Total Population		2935727
Provincial Population		4140000
Percentage covered by scan		70.9%

Figure A1: Alberta's Municipal Districts

Table A2: Evidence-Based Programs

#	Program Name/ Organization Name	Location	Target	Focus (as categorized by the e-scan)
1.	Supporting Father Involvement / Calgary Urban Project Society, Lethbridge Family Centre, Western Rockyview ParentLink Centre	Calgary Cochrane Lethbridge	Dads	Healthy Relationships

Table A3: Promising Practices

#	Program Name/Organization Name	Location	Target	Focus (as categorized by the e-scan)
1.	Boys Groups, Boys Will be Boys, Council for Boys and Young Men (based on Boys Council Curriculum) / Family Violence Prevention Initiatives, FCSS Strathcona, Aim for Success	Beaumont, Strathcona County, Drayton Valley	Boys	Healthy Relationships, Healthy Masculinities, Social Emotional Learning
2.	Super Dads Super Kids / Norwood Family Centre	Edmonton	Dads	Healthy Relationships
3.	The Alberta CFL Project as part of the Leading Change Initiative / Alberta Council of Women's Shelters	Calgary, Edmonton	Men and Boys	Healthy Relationships, Healthy Masculinities, Gender Equality, Domestic Violence Prevention
4.	The New Warrior Training Adventure / The ManKind Project	Red Deer	Men	Healthy Relationships, Healthy Masculinities
5.	WiseGuyz / Calgary Sexual Health Centre	Calgary	Boys	Healthy Relationships, Healthy Masculinities, Domestic Violence Prevention, Gender Equality
6.	Fathers Moving Forward/ Catholic Family Services	Calgary	Dads	Healthy Relationships, Domestic Violence Prevention

Table A4: Programs in Development

#	Program Name/Organization Name	Location	Target	Focus (as categorized by the e-scan)
1.	Band of Brothers (formerly Be Your Own Man) / YMCA	Grande Prairie	Boys (age 12-19)	Healthy Relationships
2.	Be a Great Dad / Families Matter	Calgary	Dads	Healthy Relationships, Social Emotional Learning
3.	Boys Empowerment Group / Lloydminster Sexual Assault and Information Centre	Lloydminster	Boys (junior high and high school)	Healthy Relationships, Healthy Masculinities
4.	Game On! / Big Brothers Big Sisters	Lethbridge	Boys (grades 6-8)	Social Emotional Learning
5.	Good Guys, Friendology 101 workshops / Dana Kerford	Calgary	Boys (grades 1-6)	Healthy Relationships
6.	I am a Kind Man / Alberta Native Friendship Centres	Alberta	First Nations Men	Domestic Violence Prevention
7.	Inner Ninjas / Ignite Wellness Programs	Calgary	Boys (grades 4-6)	Social Emotional Learning
8.	Knights in Training / Grow Boys	Red Deer	Boys (grade 5)	Social Emotional Learning
9.	Make Into Men / Peer Mediation and Skills Training (PMAST)	Calgary	Boys (junior high and high school)	Healthy Relationships, Healthy Masculinities, Social Emotional Learning
10.	Man Enough? / Calgary Communities Against Sexual Abuse	Calgary	Men	Healthy Relationships, Healthy Masculinities, Gender Equality
11.	Men in Relationships Momentum / Walk-in Counselling Society of Edmonton	Edmonton	Men	Healthy Relationships
12.	Men's Talk and Do Groups / City of Edmonton	Edmonton	Men	Healthy Relationships
13.	Odyssey / Carya	Calgary	Boys (grade 6)	Healthy Relationships, Social Emotional Learning
14.	Skills for Life / Strathmore Youth Club	Strathmore	Boys (age 8-15)	Social Emotional Learning
15.	The Boys Project / Lloydminster Interval House	Lloydminster	Boys (age 12-16)	Healthy Relationships, Healthy Masculinities, Gender Equality
16.	Unstoppable / Ignite Wellness Programs	Calgary	Boys (grade 7-9)	Healthy Relationships, Social Emotional Learning

Table A5: Matrix of Evidence-Based Programs, Promising Practices and Programs in Development by the Focus Area Based on the Findings from the E-scan

Blue: Targets Boys
Purple: Targets Fathers
Orange: Targets Diverse Men
Green: Targets Men and Boys
Red: Targets Men

HR: Healthy Relationships
HM: Healthy Masculinities
SEL: Social Emotional Learning
GE: Gender Equality
DV: Domestic Violence Prevention

EB: Evidence-based program
PP: Promising practice program
ID: Program 'in development'

#	Level of Evidence	Program/Organization and Location	HR	HM	SEL	GE	DV
1	EB	Supporting Father Involvement Calgary Urban Project Society, Calgary; Lethbridge Family Centre, Lethbridge; Western Rockyview ParentLink Centre, Cochrane	X				
2	PP	Boys Groups, Boys will be Boys, Council for Boys and Young Men Family Violence Prevention Initiatives, Beaumont; FCSS, Strathcona County; Aim for Success, Drayton Valley	X	X	X		
3	PP	Super Dads, Super Kids Norwood Family Centre, Edmonton	X				
4	PP	The Alberta CFL Project as part of the Leading Change Initiative Alberta Council of Women's Shelters, Calgary, Edmonton	X	X		X	X
5	PP	The New Warrior Training Adventure The ManKind Project, Red Deer	X	X			
6	PP	WiseGuyz Calgary Sexual Health Centre, Calgary	X	X		X	X
7	PP	Father's Moving Forward - Fathers Moving Forward Catholic Family Services, Calgary	X				X
8	ID	Band of Brothers (formerly Be Your Own Man) YMCA, Grande Prairie	X				
9	ID	Be a Great Dad Families Matter, Calgary	X		X		
10	ID	Boys Empowerment Group Lloydminster Sexual Assault and Information Centre, Lloydminster	X	X			
11	ID	Game On! Big Brothers Big Sisters, Lethbridge			X		
12	ID	Good Guys, Friendology 101 Dana Kerford, Calgary	X				
13	ID	I am a Kind Man Alberta Native Friendship Centres, various locations					X
14	ID	Inner Ninjas Ignite Wellness Programs, Calgary			X		
15	ID	Knights in Training Grow Boys, Red Deer			X		
16	ID	Make Into Men Peer Mediation and Skills Training (PMAST), Calgary	X	X	X		
17	ID	Man Enough? Calgary Communities Against Sexual Abuse, Calgary	X	X		X	
18	ID	Men in Relationships Momentum Walk-in Counselling Society of Edmonton, Edmonton	X				
19	ID	Men's Talk and Do Groups City of Edmonton, Edmonton	X				
20	ID	Odyssey Carya, Calgary	X		X		
21	ID	Skills for Life Strathmore Youth Club, Strathmore			X		
22	ID	The Boys Project Lloydminster Interval House, Lloydminster	X	X		X	
23	ID	Unstoppable Ignite Wellness Programs, Calgary	X		X		
		Total:	18	8	9	4	4

Table A6: 'Other' Programs (N=327)

#	Program Name/Organization	Location
1	180 Degrees of Change / Our House Addiction Recovery Centre	Edmonton
2	A Better Way Men's Group / FCSS Cold Lake and District	Cold Lake
3	Active Parenting Now / Catholic Family Services	Grande Prairie
4	Adolescent Day Program / Child Adolescent and Family Mental Health	Edmonton
5	Ages and Stages / Families First Fort Saskatchewan	Fort Saskatchewan
6	Alberta Mentoring Partnership	Alberta
7	Allies Men's Breakfast / Okotoks Alliance Church	Okotoks
8	Alternative Programs / Calgary Catholic School District	Calgary
9	Alternatives for Adolescent Males Project / John Howard Society	Calgary
10	Anger and Aggression for Men/ Northern Addictions Centre	Grande Prairie
11	Anger Education / FCSS Slave Lake	Slave Lake
12	Anger Education / Peace River FCSS	Peace River
13	Anger Expression / Boys and Girls Club	Fort Saskatchewan
14	Anger Management / Camrose Community Centre	Camrose and area
15	Anger Management / Fairview Crossroads Resource Centre	Fairview
16	Anger Management / Wetaskiwin Community Learning Council	Wetaskiwin
17	Anger Management for Boys 9-11 / Insight Psychological Services	Spruce Grove
18	Anger Management for Kids 6-8 / Child Safe Canada	Calgary
19	Anger Management Strategies for Empowering Youth / YMCA Northern Alberta	Grande Prairie
20	Anger Management Workshop / Promise Keepers Canada	Calgary
21	Annual Tar Sands Healing Walk / The Native Youth Sexual Health Network	Fort McMurray
22	Association of Communities Against Abuse	Stettler
23	Athabasca Mentoring Program / Alberta Mentoring Partnership	Athabasca
24	Attachment, Self-Regulation and Competency (ARC) / Hull Services	Calgary
25	Battle River Victim Assistance Society	Wainwright
26	Be Kind to Yourself and Others Mental Health Kit (Junior High) / Alberta Health Services – Edmonton Zone, Edmonton Public School Board and Edmonton Catholic School District	Edmonton
27	Beating Burnout for Men / Dr. Ganz Ferrance	Fort McMurray
28	Behaviour and Learning Assistance Opportunity / Edmonton Public Schools	Edmonton
29	Bent Arrow Traditional Healing Society	Edmonton
30	Beyond the Hurt / Red Cross	Alberta
31	Big Brothers Mentoring / Big Brothers Big Sisters of Lloydminster	Lloydminster
32	Big Brothers Mentoring / Big Brothers Big Sisters of Medicine Hat and District	Medicine Hat
33	Big Country Anti Violence Association	Strathmore
34	Boy Zone / Boys and Girls Club of Fort Saskatchewan	Fort Saskatchewan
35	Boys and Girls Club / Boys and Girls Clubs of Calgary	Alberta
36	Boys and Girls Club of Whitecourt	Whitecourt
37	Boys Brigade / Okotoks Evangelical Free Church	Okotoks
38	Boys Club Grades 4-7 / Lacombe Bethel Christian Reformed Church	Lacombe
39	Boys Council / YMCA and FCSS Banff	Banff
40	Boys Group / Camrose Boys and Girls Club	Camrose and area
41	Branches Preventative Education / Rowan House	High River
42	Breakfast Club / Suicide Prevention Resource Centre	Grande Prairie

#	Program Name/Organization	Location
43	Breakfast with the Boys / Healthy Families Healthy Futures	Athabasca
44	Bridges Treatment Program / John Howard House	Edmonton
45	Brooks Champion's Centre Life Skills Program / Alberta Rural Development Network	Brooks
46	Building Healthy Relationships Workshop / St Andrew's United Church	Cochrane
47	Building Trust Making Friends / Lloydminster Interval House	Lloydminster
48	Bullying Ends Here!	Various
49	Bullying Workshops / Alberta College of Social Workers	Fort McMurray
50	Bullying Workshops / Wood's Home	Fort McMurray
51	C.R.O.W. / Sunrise Native Addiction Services Society	Calgary
52	Calahoo Men Unite! / Spruce Grove Alliance Church	Spruce Grove
53	Calgary After School Care Social Emotional Learning / City of Calgary	Calgary
54	Calgary Men's Wellness Initiative / Calgary Outlink: Centre for Gender and Sexual Diversity	Calgary
55	Camp Fyrefly / Institute For Sexual Minority Studies and Services	Edmonton
56	Camrose Family Resource Centre	Camrose
57	Camrose Men's Conference / Camrose FCSS	Camrose
58	Cantara Safe House	Brooks
59	Caring Dads / PACE	Grand Prairie
60	Celebrating Fathers / Strathcona County	Strathcona County
61	Changing the Game Project / John O'Sullivan	Medicine Hat
62	Changing Ways Men's Group / Edmonton Family Violence Centre	Edmonton
63	Changing Ways Men's Group / Family Violence Action Society	Camrose and area
64	Children's Group Services / CHADS Behavioral Services	Brooks
65	Christian Men's Fellowship / High Level Christian Fellowship	High Level
66	Circle of Safety Family Violence Program / Aboriginal Counseling Services of Alberta	Edmonton
67	Co-Dependents Anonymous / Canada Alcohol and Drug Rehab Programs	Alberta
68	Coaching Boys into Men / Justin Flunder	Red Deer
69	Cold Lake Minor Soccer Harrassment and Abuse Policy / Cold Lake Minor Soccer Association	Cold Lake
70	Community Action for Healthy Relationships / Hope Resource Centre	Westlock
71	Community Parenting Education (COPE) / Hull Services	Calgary
72	Community Response to Abuse and Neglect of Elders (CRANE) / City of Medicine Hat	Medicine Hat
73	Community Support Training / PACE	Grande Prairie
74	CONNECTions / McMan Youth Family & Community Services	Stettler
75	Conquerors: FMAC Men / Fort City Church	Fort McMurray
76	Cool Camp / Centre to End All Sexual Exploitation	Edmonton
77	Cornerstone / Strathmore Youth Club	Strathmore
78	Count to Ten Anger Management / Mill Woods Family Resource Centre Society	Fort McMurray
79	Courage to Change Men's Group / Medicine Hat Family Service	Medicine Hat
80	Creating Change Men's Group / Healthy Families Healthy Futures	Westlock
81	Creating Healthy Relationships / FCSS Spruce Grove	Spruce Grove
82	Daddy and Me / Cold Lake FCSS	Cold Lake
83	Dare to Care	Various

#	Program Name/Organization	Location
84	Date Safe - Family Violence Prevention Project / RCMP Const Ryan Doucette	South Peace
85	Diversity, Equity, and Human Rights / Alberta Teachers Association	Alberta
86	Don't Blame Me: Create a Culture of Consent / Mount Royal University	Calgary
87	Drama and Healthy Relationships / Wellness Day at Griffiths Scott	Wetaskiwin
88	Dreadlock Wisdom for Teens (male) / Waymatea's Centre for Wellness	Leduc
89	Eagle Eyes Program / Kainai Family Early Intervention Program Society	Standoff
90	Eastern Ridge Regional Collaborative Service Delivery	Wainwright
91	Edmonton Men's Council	Edmonton
92	Education and Employment Program / Boys and Girls Club	Calgary
93	Embracing True Masculinity Workshop / Integral Awareness	Calgary
94	Engaging Immigrant and Newcomer Men and Boys / Edmonton Mennonite Centre for Newcomers	Edmonton
95	Enrichment Program / Boys and Girls Club	Wetaskiwin
96	Enviros Family Services	Calgary
97	Eureka Program / John Howard Society	Grande Prairie
98	Evergreen ParentLink Centre	Drayton Valley
99	Evolve The Resiliency Project / Parkland Village School	Stony Plain
100	Excel / Strathmore Youth Club	Strathmore
101	Families First - Parents as Teachers / Manning FCSS	Manning
102	Family Enrichment Program / Catholic Family Services	West Central Alberta (Red Deer, Innisfail, Lacombe)
103	Family Life Improvement Program / Native Counselling Services of Alberta	Edmonton
104	Family of Men Support Group	Calgary
105	Family Support and Intervention Program / Victim Services	Leduc
106	Fan 960 Big Brothers Big Sisters Day / Big Brothers Big Sisters of Calgary	Calgary
107	Father Club / Norwood Child and Family Resource Centre	Edmonton
108	Fathers Aware	Lethbridge
109	Fathers Parenting Program / Sheriff King YMCA	Calgary
110	FIRST - Flagstaff's Initiative to Relationship and Spousal Trauma / Flagstaff Family and Community Services	Flagstaff
111	Flex Program for Boys / Bruderheim FCSS	Bruderheim
112	Foster Parent Training	Alberta
113	Foundations of Fatherhood	Strathcona County
114	Friends for Life / Canadian Mental Health Association - Alberta Northeast	Fort McMurray
115	From Chaos to Peace / City of Edmonton	Edmonton
116	Getting Even With Aggression / University of Lethbridge	Lethbridge
117	God Squad Canada	Calgary
118	Good Samaritan Society	Wetaskiwin
119	Grace House Men's Recovery	Drumheller
120	Grade 9 Boys Breakaway / Wainwright on Wellness	Wainwright
121	Group and Individual Counselling / Wheatland Shelter	Strathmore
122	Guys Circle / North Rocky View Community Links	Airdrie
123	Healing the Hurt / Fort McMurray Family Crisis Society	Fort McMurray
124	Healthy Relationship Training for Couples / Hinton Adult Learning Society	Hinton
125	Healthy Relationships / Calgary Women's Emergency Shelter	Calgary
126	Healthy Relationships/ Northern Addictions Centre	Grande Prairie

#	Program Name/Organization	Location
127	Healthy Youth Relationships / Red Cross	Alberta
128	Heartland Youth Centre / Stettler FCSS / Boys and Girls Club / Big Brothers Big Sisters	Stettler
129	Helping Boys Thrive with Barry MacDonald	Grand Prairie
130	HIV West Yellow Head	Hinton, Edson, Whitecourt, Jasper
131	Hunter-Mentor Program / Wildfowl Outfitters Association and the Alberta Professional Outfitters Society	Taber
132	I Stand Against / The Mat Youth Centre and The Boys and Girls Club of Lethbridge and District	Lethbridge
133	In Search of Your Warrior / Correctional Services of Canada	Hobbema
134	Infant and Preschool Mental Health Services / Alberta Health Services	Lethbridge/ Medicine Hat
135	It's Cool to Know Your Way in a Relationship / FCSS Manning & District	Manning & District
136	Jiu Jitsu Stop Bullying Program / Legends Training Centre	Edmonton
137	Journey of Change Program / North Rocky View Community Links	Airdrie
138	Junior Team Group / Child, Adolescent and Family Mental Health	Edmonton
139	Just Me and the Kids / Cornerstone of Hope	Calgary
140	Kara Centres / Bishop Caroll, Father Lacombe and St Anne High Schools	Calgary
141	Keep Him Here / Distress Centre	Calgary
142	Kick Out Bullying / Olweus Anti-Bullying Program, Evan Grykuliak Memorial	Edmonton
143	Kids in Control Group / Alberta Health Services	Medicine Hat
144	Kids Now After School Program / Kids Now	Edmonton
145	Kneehill Community Resource Program	Kneehill
146	Leduc and District Victim Services	Leduc
147	Life Skills Journey for Metis Children / The Alberta Centre for Child, Family and Community Research	Buffalo Lake Métis Settlement (BLMS)
148	Little Warriors	Alberta
149	Lloydminster Men's Shelter	Lloydminster
150	Love and Logic / Cardston Junior High	Cardston
151	LV8 / Saffron Centre	Calgary
152	Making Anger Work for You / Carya	Calgary
153	Male Domestic Abuse Outreach	Calgary
154	Male Sexual Abuse Treatment and Support / Canadian Centre For Male Survivors and Support	Calgary
155	Man Up Men's Ministry / Foothills Community Church	Okotoks
156	Managing Conflict for Athletes	Calgary
157	Mandt - Relational Level Training / Westlock and District Adult Learning Centre Society	Westlock
158	McMan Youth Family & Community Services / Parent Link Centre	Stettler
159	Me and My Dad: Helping Build Father-Child Relationships / Crowsnest Pass Women's Resource and Crisis Centre and the Lethbridge Family Centre	Crowsnest Pass / Lethbridge
160	Men and Anger/ The Family Centre	Edmonton
161	Men and Kids Event / Kneehill FCSS and Golden Prairie ParentLink Centre	Kneehill
162	Men at Risk / Alberta Health Services	Lloydminster
163	Men at Risk / Suicide Prevention Resource Centre	Camrose
164	Men at Risk / Suicide Prevention Resource Centre	Grande Prairie
165	Men Edmonton	Edmonton

#	Program Name/Organization	Location
166	Men in the Mirror / Community Links	Airdrie
167	Men Mentoring Men / Northern Haven Women's Shelter	Slave Lake
168	Men of Honour Awards / Center to End All Sexual Exploitation	Edmonton
169	Men of the Mountain / Victory Church	Grande Prairie
170	Men Stopping Violence / University of Lethbridge Counselling Services	Lethbridge
171	Men Talking with Pride / The Pride Centre of Edmonton	Edmonton
172	Men without Hats / City of Edmonton	Edmonton
173	Men's and Father's Groups / YWCA	Calgary
174	Men's Anger Awareness / Catholic Family Services	Grande Prairie
175	Men's Anger Program / Chandler Consulting	Red Deer
176	Men's Conversation Circle / Lethbridge Family Services	Lethbridge
177	Men's Counselling / Grande Cache Women's Transition House	Grande Cache
178	Men's Counselling Program / Neepinese Family Healing Centre	Wabasca
179	Men's Counselling Service / Calgary Counselling Centre	Calgary
180	Men's Counselling Service / Calgary Women's Emergency Shelter	Calgary
181	Men's Counselling Service / Mountain Rose Women's Shelter	Rocky Mountain House
182	Men's Counselling Service / St Paul Columbus House of Hope Women's Shelter	St Paul
183	Men's Counselling Service / Unity House	Fort McMurray
184	Men's Domestic Violence Intervention Program / High Prairie and Area Family Violence Prevention Association	High Prairie
185	Men's Educational Support Association	Calgary
186	Men's Group / Drayton Valley United Church	Drayton Valley
187	Men's Group / The Sexual Assault Centre of Edmonton	Edmonton
188	Men's Group Big Book Study / Grande Prairie AA	Grande Prairie
189	Men's Healing Group / The River Community Church	Edmonton
190	Men's Ministries / Fort McMurray Alliance Church	Fort McMurray
191	Men's Ministry / Grace Baptist Church Airdrie	Airdrie
192	Men's Ministry / Parkland Baptist Church	Spruce Grove
193	Men's Open Circle / Calgary's ManKind Project	Calgary
194	Men's Shed / FCSS Camrose	Camrose
195	Men's Support Group / Brain Care Centre	Drayton Valley
196	Men's Support Group / Suicide Prevention Resource Centre	Grande Prairie
197	Men's Support Group / Women's Outreach	Red Deer
198	Men's Treatment Facility for Substance Use / Recovery Acres	Calgary
199	Mental Health Capacity Building in Schools Initiative / Alberta Health Services	Alberta
200	Mental Health Diversion Services / Alberta Health Services	Lethbridge/ Medicine Hat
201	Mo's Place / SE Calgary Community Resource Centre	Calgary
202	Moosehide Campaign / Alberta Native Friendship Centres	Alberta
203	Multicultural Men's program / Immigrant Services Calgary	Calgary
204	MVP Bystander Training / Alberta Council of Women's Shelters Edmonton Police Service	Edmonton
205	My Dad, Uncle, Grandpa and Me! / Pincher Creek ParentLink Centre	Pincher Creek
206	N'Compass Program / John Howard Society	Grande Prairie
207	New Directions for Youth / Lloydminster Interval House	Lloydminster

#	Program Name/Organization	Location
208	New Hope Family Violence Program / Whitecourt Family and Community Support Services	Whitecourt
209	New Perspectives for Men / Lloydminster Interval Home	Lloydminster
210	New Roads Program / Hull Services	Calgary
211	New Ways for Families / Medicine Hat Family Resource Centre	Medicine Hat
212	Oak Hill Boys Ranch	Bon Accord
213	Odyssey for Equality / Canadian Association for Equality	Various
214	Olweus Bullying Prevention Program / St Albert Catholic Schools	St Albert
215	Opportunities for Change Program / Fort McMurray Family Crisis Society	Fort McMurray
216	Parent/Teen Mediation and Conflict Resolution Services for Fort Saskatchewan	Fort Saskatchewan
217	Parent Group / Boys and Girls Club	Wetaskiwin
218	ParentLink / Early Childhood Development Programs	Whitecourt
219	Parent Support Group / Fort McMurray Catholic School Group	Fort McMurray
220	Parent Talk / Boys and Girls Club	Calgary
221	Parenting and Coping Services / Northern Lights Health Foundation	Fort McMurray
222	Parenting Courses / Boys and Girls Club Slave Lake	Slave Lake
223	Parenting Groups for Men / YWCA	Calgary
224	Parenting Programs / Northern Haven Support Society	Slave Lake
225	Parenting Programs / Odyssey House	Grande Prairie
226	Parenting Skills / Unity House	Fort McMurray
227	Parenting without Violence / Family Violence Action Society	Camrose and area
228	Parenting workshops / Fairview Crossroads Resource Centre	Fairview
229	Pê Sâkâstêw Centre	Maskwacis
230	Peer Support / Conflict Management Club L'Ecole Lacombe Upper Elementary School	Lacombe
231	Personal Best for Men / Pincher Creek Community Adult Learning Council	Pincher Creek
232	Personal Growth Groups / Lethbridge Family Services	Lethbridge
233	Play is the Way	Alberta
234	Playing to Win: In Sport, Life and Relationships / Alberta Council of Women's Shelters, Odyssey House, PACE	Grande Prairie
235	Power Parenting / Dr. Ganz Ferrance	Fort McMurray
236	Presentations and Workshops / Safe and Caring Schools and Communities	Alberta
237	Prevent it! / Community Links	Airdrie
238	Prevent it! / Little Warriors	Edmonton
239	Prevention of Relationship Abuse / Aspen Primary Care Network	Athabasca
240	Prodigals International Men's Group	Calgary and Whitecourt
241	Project Child Recovery / YWCA	Lethbridge
242	Promise Keepers Canada	Edmonton
243	Promoting Alternative THinking Strategies (PATHS®) / Hull Services	Calgary
244	Public Education / Lloydminster Sexual Assault and Education Centre	Lloydminster
245	Public Education / Northern Haven Support Society	Slave Lake
246	RAGE - Recognizing Alternatives to Getting Explosive / Lethbridge Family Centre	Lethbridge
247	Rebuilding Your House of Self Respect/ Victory Foundation Program House	Calgary
248	Recovery Acres	Calgary
249	Red Deer Kinsmen Club	Red Deer
250	Red Deer Men's Group	Red Deer
251	Red Silhouette Campaign / Vegreville FCSS	Vegreville

#	Program Name/Organization	Location
252	Renaissance Program / John Howard Society	Grande Prairie
253	Residential Addiction Recovery for Men / Fresh Start Recovery Centre	Calgary
254	Residential Program for Men / Calgary Dream Centre	Calgary
255	Respect in Sport / Hockey Alberta	Alberta
256	RespectED / Red Cross	Alberta
257	Responsible Choices for Men / Calgary Counselling Centre	Calgary
258	Right From the Start / Canadian Rockies Public Schools	Banff, Canmore
259	Rising Above: Housing and Employment Initiative	Grande Prairie
260	Rocky Clearwater Family Wellness Program	Rocky Mountain House
261	Roots of Empathy	Alberta
262	Rotary House	Grande Prairie
263	S-Team Heroes	Alberta
264	Safe Haven / Taber Women's Shelter	Taber
265	Safe Home	High Level
266	Salvation Army Men's Addiction Recovery Program	Calgary
267	School-based Learning Assistance Coaches	Fort McMurray
268	Second Step / Brighter Futures Family Resource Society	Drayton Valley
269	Sexual Abuse or Trauma Recovery / Crossroads Clinic	Brooks
270	Sexual Assault Education K-12 / Central Alberta Sexual Assault Support Centre	Red Deer
271	Sexual Violence Action Committee / YWCA	Lethbridge
272	Special Ed Program / Grande Prairie Voice for Life	Grande Prairie
273	St Augustine and St Joseph Roman Catholic Parish	Taber
274	St Patrick's School Continuous Improvement Plan / Boys Club	Taber
275	St Paul Together We're Better / Alberta Mental Health Capacity Building Initiative	St Paul
276	Stay Smart Stay Safe	Calgary
277	Stepping Up Preventing Dating Violence / Mount Royal University	Calgary
278	Stettler FCSS	Stettler
279	Stop Now and Plan (SNAP) Anger Management Program Under 12 Outreach Project / Safe and Caring Schools	Wabasca
280	STRIDES / Prairie North Health Region	Lloydminster
281	Student Athlete Mental Health Initiative	Various
282	Super Dads Group / McMan ParentLink Centre	Medicine Hat
283	Support Group for Men / Addiction Services Edmonton	Spruce Grove
284	Support Group for Women's Issues / City of Edmonton	Edmonton
285	Teaching Centres Teaching Peace	Okotoks
286	Terra Centre for Pregnant and Parenting Teens	Edmonton
287	The Camrose Family Resource Centre / ParentLink Centre	Camrose and area
288	The Fatherless Project / Promise Keepers Canada	Grande Prairie
289	The Kimochis Educator's Tool Kit / St Margeurite Catholic School	Spruce Grove
290	The Knights of Columbus / Our Lady of the Highway Council #4249	Vegreville
291	Today Family Violence Help Centre	Edmonton
292	Tough and Talking / Cold Lake Outreach	Cold Lake
293	Training Conference on Male Victimization / Alberta Sexual Assault Services	Calgary and Edmonton
294	Transformers / TransHub	Calgary
295	Triple P Positive Parenting Program / Various	Alberta
296	United Cultures of Canada Association	Edmonton

#	Program Name/Organization	Location
297	Various Parenting Courses / Families First Fort Saskatchewan	Fort Saskatchewan
298	Various Programs / Association of Communities Against Abuse	Stettler
299	Vegreville Community Health Centre	Vegreville
300	Wainwright on Wellness WOW / Wainwright High School & Wainwright Elementary School	Wainwright
301	Walking the Path Together / Alberta Council of Women's Shelters	Alberta
302	Wellness Initiative	Stony Plain
303	Wellspring Family Resource and Crisis Centre	Whitecourt
304	What About the Boys? / Alberta Teacher's Association	Alberta
305	When Good Men Behave Badly / David B. Wexler's workshop	Edmonton
306	Wildman 2011	Rocky Mountain House
307	Won't Get Weird Sexual Health Campaign / Planned Parenthood	Various
308	Working Well with Domestic Violence Issues / Psychologists Association of Alberta	Edmonton
309	Workshop Series: 5 Emotional Management Tools / High Prairie and Area Family Violence Prevention Association	High Prairie
310	Worry Dragons / Family Centre	Lethbridge
311	Wrap Around Crime Whitecourt	Whitecourt
312	Yellow Kite Compass	Calgary
313	Yellowhead Emergency Shelter	Hinton
314	You've Got to Live it to Give it / Cold Lake FCSS	Cold Lake
315	YOUCAN Peacebuilders Program	Edmonton
316	Young Men Pledge to End the Cycle of Violence	Leduc
317	Young Offender Program / Correctional Services	Calgary and Edmonton
318	Young Parents Group / Families First Fort Saskatchewan	Fort Saskatchewan
319	Youth Development / City of Leduc FCSS	Leduc
320	Youth Development in Whitecourt	Whitecourt
321	Youth Drop In Programs / Cool Aid Society	Grande Prairie
322	Youth Education / Odyssey House	Grande Prairie
323	Youth Engagement / Central Alberta Youth Unlimited	Lacombe
324	Youth Groups / Boys and Girls Club of Airdrie	Airdrie
325	Youth Outreach / Beaumont FCSS	Beaumont
326	Youth Programs / Ponoka Youth Centre / Boys and Girls Club of Wolf Creek	Ponoka
327	Youth Workshops / 4 Wing Military Family Resource Centre	Cold Lake

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