CREATING A COMMUNITY **NAVIGATION PROGRAM:**

SUPPORTING SURVIVORS OF SEXUALIZED VIOLENCE

A Toolkit for Service Providers

MARCH 2024





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Section 1. Introduction to Project

1.1 PROJECT BACKGROUND

Over the past four decades, Avalon Sexual Assault Centre (Avalon), a not-for-profit organization, has worked to end sexualized violence and provide support to survivors. Foundational to this work is a commitment to disrupting the root causes of sexualized violence and using a flexible, survivor-first, trauma-informed, and harm reduction framework. Throughout its history, Avalon has provided a range of responsive services. Current services include sexual assault nurse examiner (SANE) medical and forensic assessments, trauma therapy, legal advocacy, and the Community Navigation Model.



The **Community Navigation Model** was introduced at Avalon in 2019 as a promising practice pilot to provide non-therapeutic supports to survivors and has since become one of Avalon's core programs. Its primary objective is to reach individuals and communities who have not accessed Avalon services previously. More specifically, the program aims to expand Avalon's reach to support survivors from marginalized communities who have been historically underserved by the organization's support services.

The Community Navigation Program was made possible through funding from Women and Gender Equality Canada (WAGE), and the toolkit publication was supported through the Sexual Misconduct Support and Resource Centre (SMSRC) at the Department of National Defence (DND). It has been co-developed by Avalon and SEASONOVA, a Black, Indigenous, and people of colour (BIPOC)-led social enterprise based in Ottawa, Ontario. Some legal research was included through the support of students from the Schulich School of Law at Dalhousie University.







Section 1. Introduction to Project

1.2 AVALON'S COMMUNITY NAVIGATION MODEL

The Community Navigation Model aims to address gaps in supports for survivors who may experience barriers to accessing services. Prior to the program, survivors living with disabilities and from Indigenous, African Nova-Scotian, 2SLGBTQIA+, and racialized communities were underrepresented at, and thus, underserved by Avalon.

Over the past five years, the Community Navigation Program successfully:

- Engaged with survivors from equity-deserving groups.
- Built partnerships with community-based organizations.
- Increased the availability of support options for survivors.
- Developed and facilitated training to support community organizations.
- Supported survivors during Nova Scotia's Mass Casualty Commission (MCC).
- Increased the public's awareness about Avalon and its services.

The top four types of support offered to survivors are in the areas of supportive conversations, food security, safety planning, and housing. Other offered areas of support are employment and legal navigation.

Avalon's Community Navigation Program started on December 4, 2020. Since then, it has supported 132 survivors of sexualized violence, where 105 (80%) self-identified as being part of an equity-deserving group. As of September 30, 2023, the Program reached:



- 89 survivors who self-identified as African Nova Scotians (67%)
- 45 from low-income households (34%)
- 38 members of the 2SLGBTQIA+ community (29%)
- 26 engaged in sex work (20%)
- 11 trafficking survivors (8%)
- 10 survivors who self-identified as Indigenous (8%).

Representation and building trust with survivors are known to be a promising practice. Avalon intentionally recruited and hired a Community Navigator from Nova Scotia's intersectionally diverse communities. Nine out of ten survivors who provided feedback indicated that they heard about the program through the Community Navigator directly, which shows the importance of being part of the community that service providers hope to engage with.





Section 1. Introduction to Project

1.3 HOW TO USE THIS GUIDE

This toolkit was designed for frontline service providers wishing to explore the Community Navigation Model ("the Model") and expand the supports they provide to survivors of sexualized violence and gender-based violence (GBV). Avalon's Community Navigation Program shows how a broad collaboration amongst service providers can provide not only holistic supports to survivors, but also reach and extend services to equity-deserving populations who may face barriers when accessing services.

This toolkit includes lessons learned and insights from Avalon's experience, as well as components to be included when building a Community Navigation program in an organization.





1. SURVIVOR-FIRST APPROACH

2. TRAUMA-INFORMED APPROACH

PRINCIPLES

3. HARM REDUCTION

4. COLLABORATIVE

5. EQUITY, DIVERSITY, INCLUSION, INTERSECTIONALITY, AND ACCESSIBILITY (EDIIA)

These foundational principles were created and applied by Avalon's Community Navigation team with support from SEASONOVA as its research and evaluation partner.

2.1 SURVIVOR FIRST AND TRAUMA-INFORMED APPROACH

- Ensuring that conversations and sessions are led and initiated by survivors, which supports and encourages agency.
- Dialogue during sessions is driven by survivors and the Navigator provides support such as feedback or suggestions based on what is shared.
- Individuals are free to book a session with the Navigator without a set period of frequency.
- Creation of an advisory committee consisting of survivors who have worked with the Navigator. This ensures that the program continues to be survivor-centred. This also empowers survivors through decision-making and giving advice to Program staff directly on how best to reach and support survivors.
- The intake process allows for optional self-identification to limit administrative barriers
 to accessing navigation supports. Intake is completed by the Navigator and includes a
 deliberate approach to build trust and rapport with survivors, rather than an
 administrative (bureaucratic) process. The aim is to simplify the intake process, making
 it less formal and using plain language to make the process more welcoming and
 accessible for survivors.



2.2 HARM REDUCTION

- Survivors determine the scope and intensity of the supports they will receive from the Navigator. For example, adult survivors determine whether they want legal support or the involvement of law enforcement agencies.
- The Model ensures sex workers are able to access programming. This includes the Navigator maintaining flexible working hours working in the community, to ensure transportation and location-specific limitations are not barriers.



Being accessible in community can be important if there are any legal restrictions to the geographic areas a person can access.

• Current or former trafficking survivors are also able to access navigation supports. Safety planning is a key component for both survivors and staff.

2.3 COLLABORATION



- During the past 5 years, Avalon developed partnerships with 38 organizations as part of the Community Support Network (CSN). This includes a diversity of organizations such as community-based organizations, public and private sector partners, and organizations from the justice system.
- One of the key components of the Program is to increase internal collaboration, communication, and alignment within Avalon itself. This includes connections between community navigation, education and outreach, therapy and intake, SANE, and administration. Internal planning also instigated review of policies and processes, to ensure updates could be made to enable the work of the Community Navigation Program.
- Avalon collaborated with CSN members to host four learning webinars open to service providers and the public. This was done virtually to continue connection amidst the pandemic.





- The Program worked closely and collaboratively with its external monitoring and evaluation team, SEASONOVA. This enabled continuity in the program provision especially during times of staff turnover. As such, evaluation reports and tools—such as the program logic model and performance measurement framework—were used to onboard new staff.
- All evaluation reports and tools were co-developed and reviewed collaboratively at least twice a year to ensure that it best reflected the nature of the program delivery.



2.4 EQUITY, DIVERSITY, INCLUSION, INTERSECTIONALITY, AND ACCESSIBILITY (EDIIA)

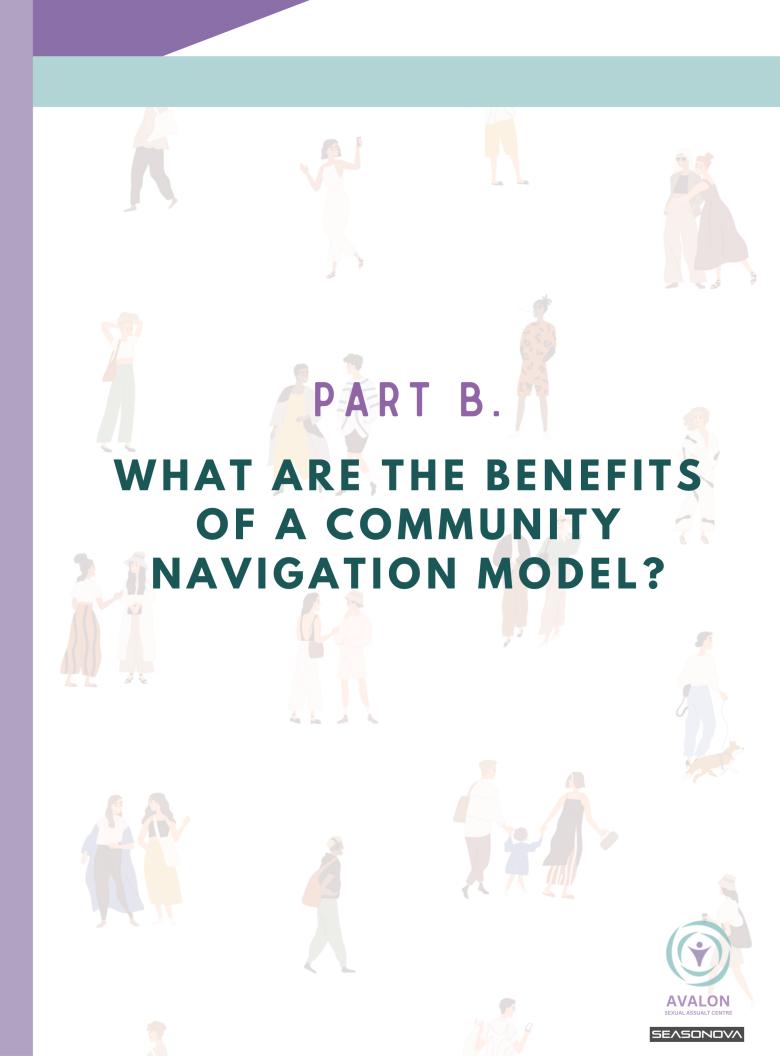
- The Community Navigator position was designated for African Nova Scotian, Indigenous and racialized applicants and the Program was successful in recruiting the Navigator from these communities.
- EDIIA was and continues to be integrated in program design as evidenced by the research that helped develop the model. For example:
 - Prior to hiring a Community Navigator and launching the model, Avalon staff conducted research on community and service network models, navigation models, intake models and best practices for GBV survivor engagement. The team applied GBA Plus and focused on diverse and equity-deserving survivors.
 - In 2021/22, a needs assessment was completed regarding service delivery during COVID-19. The needs assessment used a GBA Plus approach and focused on diverse survivors, incorporating responses from service providers, past needs assessments, community resources, and anecdotal evidence from survivors' lived experiences.



- The Program continues to reach survivors from Indigenous, African Nova Scotian, and 2SLGBTQIA+ communities. The Community Navigator continues to strengthen relationships with grassroots and not for profit organizations, including Indigenous-led organizations, which increases the program's collaboration with and connection to Indigenous communities.
- The evaluators use EDIIA, and specifically GBA Plus, in their Monitoring & Evaluation approach. This includes how information is gathered from program staff as well as program participants, use of reflective and reflexive practices, and enabling the collection of disaggregated data of survivors using best practices that ensure confidentiality, privacy, and self-identification.







Section 3. Benefits of the Community **Navigation Model**

There are several benefits of implementing the Community Navigation Model which could positively impact community organizations, stakeholders, and most importantly, survivors of sexualized violence and gender-based violence.

3.1 ENHANCED TRUST WITH HISTORICALLY AND PRESENTLY MARGINALIZED POPULATIONS

Building trusting relationships with underserved and equitydeserving survivors of sexualized violence leads to connections and insights that improve individual well-being, community relationships and provision of services. Relationship and trust-building leads to an increase in openness from both survivors and service providers working with the Community Navigator.





What happened at Avalon?

Avalon's engagement of survivors in the Mass Casualty Commission (MCC) was largely due to the trust built between the Community Navigator and survivors. Survivors were able to engage directly with the Commission and inform them of the gender-based violence they experienced. They also articulated the important intersections of racism, colonization, misogyny, and classism that affected survivors. The survivors' trust with the Community Navigator enabled engagement in this systems-level process, which would not have been possible or likely in the past.





Section 3. Benefits of the Community Navigation Model

3.2 IMPROVED ACCESS AND SERVICES FOR EQUITY-DESERVING POPULATIONS

One of the main goals of the Community Navigation Model is to improve access and services for equity-deserving populations. A key to building connections with survivors and increasing awareness about the available services is having a Community Navigator working on the ground and acting as the link to survivors.



What happened at Avalon?

Avalon's Community Navigation Program created a network of 38 service-providing organizations to connect survivors with holistic services that address their needs. The organizations of the network directly benefited, not only in reaching survivors and the numbers served, but also in improving the quality of their services through considering their needs.

3.3 BROADER AWARENESS OF AN ORGANIZATION'S WORK

The Community Navigation Model's increased outreach to underserved communities not only makes survivors and their communities more aware of an organization's work, but outreach also increases visibility to partner organizations, stakeholders, and potential funders. As stakeholders become more familiar with the work, possibilities for future partnerships flourish.



What happened at Avalon?

Avalon's Community Navigation team presented at two conferences, one in Alberta and one in Antigonish, Nova Scotia with 200 participants at each conference. Over 400 attendees learned about the Community Navigation Program. In addition, Avalon held annual BBQs to connect with community members and partner organizations to cross-promote each other's services.

Section 3. Benefits of the Community Navigation Model

3.4 DEMYSTIFICATION OF THERAPY INCREASES ACCESS

One tangible benefit that survivors have identified is the demystification of therapy or formal counselling. This enables more survivors to feel comfortable accessing therapy. The connection with the Community Navigator and access to informal conversations about therapy helps make it more accessible to survivors, as they receive more information and a clearer idea of what to expect and how therapy works.



What happened at Avalon?

The Navigator learned about Avalon's trauma therapy approach and worked with therapists to demystify what therapy is by sharing information informally to survivors who may want to explore this option further. The Program also enables therapists to participate in events where survivors are present, such as drop-ins, the annual community BBQ, and in providing support to during the MCC to increase trust and familiarity. In one instance, the Navigator was available for an informal debrief after a survivor had met with a therapist for a formal session.









Section 3. Benefits of the Community Navigation Model

3.5 INCREASED INTERNAL ALIGNMENT AND COLLABORATION

Through the development and implementation of the Community Navigation Model, internal systems, practices, processes, and policies must be reviewed to ensure that there are no barriers or gaps of access for underserved and equity-deserving populations. This review enables alignment and support to expand non-therapeutic services provided to survivors, while still ensuring adherence to privacy and professional requirements.





The external evaluation team facilitated reflective and reflexive sessions twice a year. These sessions enabled review of program components, including alignment with internal systems, practices, processes, and policies. For example, the Navigator conducts their own intake rather than incorporating the centralized intake process used by the trauma therapy program. In addition, requirements around credentials and clinical supervision were reviewed to ensure that the Navigator was able to provide supports in a more flexible manner to meet non-therapeutic needs of survivors.







4.1 APPLY SURVIVOR-CENTRED AND TRAUMA-INFORMED APPROACHES

A survivor-centred approach enables individuals to determine their immediate and long-term needs and wants on their healing journey. A trauma-informed approach minimizes "the potential for harm and re-traumatization enhances safety control and resilience for all clients involved" (Public Health Agency of Canada, 2018).

Research from the Public Health Agency of Canada (2018) suggests the following four principles for implementing trauma and violence-informed approaches:

- 1. Understand trauma and violence and their impacts on people's lives and behaviours.
- 2. Create emotionally and physically safe environments.
- 3. Foster opportunities for choice, collaboration, and connection.
- 4. Provide a strengths-based and capacity-building approach to support client coping and resilience.



What happened at Avalon?

Avalon's approach to the Community Navigation Model has been to follow both trauma-informed and survivor-centred frameworks. The model is also centred upon trust-building which includes representation, EDIIA, collaboration, respect, clarity, expectation management, privacy, and confidentiality.

In practice, the Community Navigator begins with letting the survivor know that safety for both survivors and staff is the top priority when working together. As mentioned, survivors are free to book a session with the Navigator and to determine the reason or type of support they need when meeting the Navigator. For Avalon's Community Navigator, a trauma-informed approach includes taking time with survivors to suggest an alternative approach to access non-therapeutic supports, creating a safety plan, or providing emotional support through conversational check-ins.





4.2 OFFER FLEXIBLE AND HOLISTIC SUPPORTS



A survivor-centred approach starts at the beginning of a survivor's journey to access services. During the intake process, guiding survivors to services or supports that align with their expressed needs and priorities is key. Sharing resourcesthat are available enables survivors to decide what services or supports they would like to pursue, when, and how. Since no two persons have the same experiences, expect survivors utilize different services, at different sequences and intervals. Flexibility is key. As such, it is important to ensure that the Navigation and intake teams have a general and broad knowledge of the services available in the community, including what partners may be able to provide the supports if outside of an organization.

The Community Navigator can raise awareness with survivors that the healing path is complex and takes time. They can normalize the understanding and acceptance of a diverse healing journey. For Navigation programs need to also integrate this in practice, as it relates to providing frontline supports and navigating service accessibility for survivors.

As Community Navigation Programs require flexibility in terms of time, support planning, and scheduling, consider the following when setting up programs:

- **Expect meetings to run longer than planned.** This is an important consideration as schedule management is key. This will also impact how many appointments, and thus survivors, a Navigator can schedule during the workday.
- With support planning, a client may decide they want to change the service they are accessing or that they may need a break from continuous access. In this situation, Community Navigators may need to advocate on behalf of the survivors to ensure that they do not lose access to services altogether. The Community Navigator may need to make arrangements with partnering service providers to ensure this level of flexibility.



SEASONOVA

- As an organization, **try to understand survivors' needs as best as possible**. This will help determine how best to support them. In some cases, there might be a need to refer the client to a partner organization that offers support in areas that an organization does not specialize in. The key is respectful and open communication with both survivors and partner organizations. Part of the role of the Community Navigator is to help bridge survivors to the best available support that can best meet their needs and to raise awareness about available supports they can access.
- Regarding **daily routines**, the Community Navigator should know that not all days are going to look the same. When working with survivors of sexualized violence, especially when the assault is recent, they may be the first one contacted by the survivor. If the client is requesting support in accessing a Sexual Assault Nurse Examiner (SANE) and speaking with police, this process can take some time. When this happens, Community Navigators must understand the limits of their day, week, and capacity, in order to determine what is important to complete in that moment of contact, and what can be moved to another day. This may include prioritizing what schedules to keep and who to meet with and when.



What happened at Avalon?

The Navigator does not have a limit for the number of survivors they work with. The work hours of the Navigator are used to determine how many appointments can be accommodated daily. As well, the Navigator blocks a set time in their calendar to ensure there is flexibility to accommodate emergencies and last-minute requests. For more on Avalon's approach, see Section 2.1 and Section 2.2.





4.3 TRANSFORM INTERNAL SYSTEMS TO REDUCE BARRIERS

The key to transforming internal systems (e.g., intake process, caseload management, safety planning, etc.) is to determine what barriers are encountered by survivors that could prevent them from accessing the supports they need and aligning organizational efforts to address and reduce these barriers.

As Navigators encounter and learn about barriers to accessing services, they can share feedback with management and with external partners, when applicable, to find ways to reduce them. Cultivating a space for reflection, accountability, and awareness is key to mitigating systems-level barriers. This work is best done collaboratively with every member of the team and directly informed by the lived experiences of survivors.

Reducing barriers is key to providing accessible services. Consider the following:

Establish cohesive, coordinated, and supportive communications systems and work processes within organizations and amongst colleagues. These clear systems will enable awareness amongst a team of how best to support survivors, from first to navigation supports. It also allows for redundancies in case staff go on leave or staff turnover. Having an effective communications system is also critical is safety planning for staff.



What happened at Avalon? It is key for the project to increase internal collaboration, communication and alignment within internal teams. For Avalon, this included connections between services teams, administration and intake. For further details, see Section 2.3 and Section 2.4.







Simplify the intake process, especially for survivors moving from the Community Navigation Program into a formal therapy program. Ensuring that the intake process is straightforward and potentially transferable between programs enables greater access for survivors. Similarly, develop an intake process that is less formal, uses plain language, and is conversational as this will make the process more welcoming and accessible.



What happened at Avalon? Avalon found that through simplifying the intake process, more survivors (especially those from equity-deserving communities) were open to self-identification and more open to exploring therapy. The intake process was simplified and made less formal, opting for using plain language. One of the strategies was to call an "intake" or "registration" process a "conversation", making it more welcoming and accessible for survivors.



Explore a more flexible caseload management approach. Despite this innovative approach, having more than one Navigator will enable extended hours of operation to ensure that survivors, especially those involved in sex work, have someone to contact for support during a wider range of hours. In addition, shift work could be beneficial if the demand for service outside of regular office hours is high. Safety planning for staff during extended hours is recommended.



What happened at Avalon? The Community Navigator did not limit the number of individuals they worked with, but rather managed their work using time and availability. As part of time management, the Community Navigator reserved a percentage of their calendar to accommodate emergencies or any last-minute requests. This approach enabled the Community Navigation team to not have a waitlist.



SEASONOVA

Consider policies and practices associated with supervision and safety planning for staff. Supervision considerations may depend on the educational background required from the Community Navigator as well as the requirements established externally by professional associations. For example, if the Navigator is a social worker or a counsellor, there are professional requirements pertaining to supervision that need to be considered in organizational policies and practices. Moreover, note that the Navigator may bring relevant lived experience, outside of formal education. Safety planning is a consideration especially in programs that provide supports to survivors engaged in underground economies such as sex work or survivors of human trafficking. Ensure to review policies and practices to safeguard team members and survivors accessing services.



What happened at Avalon? Avalon encountered some challenges regarding policies and practices. The challenge when integrating the Navigation Program with the rest of Avalon's services, was the norm or expectation that staff who work directly with survivors must have a social work background. However, as the model aims to provide non-therapeutic supports, the norm was changed to prioritize survivors needs, and acknowledge the important role that lived experience plays in providing trauma-informed and survivor-centred community supports. Additionally, safety planning was a concern to be addressed. A safety planning model had to be developed quickly to ensure the safety of staff working with survivors that are potential victims of trafficking, underscoring the importance of having safety plans in place.











4.4 INCORPORATE COMMUNITY LEGAL SUPPORT

The Community Legal Support Worker role supports people who have experienced sexualized violence in navigating the criminal legal system, especially for:

- 1. People who had reported or were considering reporting a sexual assault to the police.
- 2. People applying for Peace Bonds or who had safety concerns relating to their experience of sexualized violence.



While the Community Legal Support Worker can advocate for client needs, they cannot provide legal advice, nor can they directly influence the outcome of the case.

Community Legal Support roles are not lawyers.

The Community Legal Support Worker can provide the following supports:

- Sharing practical and preparatory information for reporting sexual assault, going to court or trial, and other processes relating to reporting in the legal system.
- Providing court preparation on client rights, testimony strategies, and emotional management for going to court as a witness. It is important to note that at no point does the Community Legal Support worker go over evidence.
- Accompanying individuals to legal appointments, police interviews, court proceedings, and other related legal proceedings.
- Supporting individuals with filling out paperwork such as victim impact statements, financial counselling forms, legal/professional complaint forms, and other related forms and applications.
- Providing a confidential space for survivors to discuss their experiences and emotional impacts around the legal process.





- Liaising with legal professionals to coordinate support and appointments.
- Providing referrals to legal advice and other appropriate supports such as therapy or community navigation for non-legal needs.



Upon engaging a Community Legal Support Worker, survivors are informed of their rights to:

- Ask about the Community Legal Support Worker's qualifications and credentials.
- Provide feedback and suggestions for service improvement.
- Choose the goals and focus of sessions and meetings.
- Ask questions.
- Talk about their feelings in a place and approach that is safe for them.
- Have a support person present during legal proceedings.
- Make informed choices around the legal system and to be given the information or referrals on how to do so.
- Confidentiality (aside from confidentiality limitations such as duty to report).
- Revoke consent for services or release of information at any time, including self-identification.



What happened at Avalon?

One of the lessons learned at Avalon is the need to have dedicated community legal support for survivors as they navigate the justice system. As such, a Community Legal Support Worker is working closely with the Community Navigator. Avalon is envisioning this support will become a part of the broader community navigation approach, further building a community pillar at Avalon. The Community Legal Support Worker has supported 50 survivors through legal advocacy, information, and awareness.





Section 5. Building Trust with Survivors

One of the key elements of Avalon's Community Navigation Program is to build trust with survivors at all stages. This trust-building begins with the design of the program, the selection of the Navigation team, and program implementation. Trust building is vital in everyday interactions with survivors as well as building bridges with community partners.

5.1 BE INTENTIONAL ABOUT REPRESENTATION AND OUTREACH

For African Nova Scotian Survivors

Having a Community Navigator who is representative of the populations served is critical to the success of both outreach and program delivery. Having staff with shared lived experiences helps build connections with survivors. Having cultural insights enable culturally appropriate and respectful practices on how to reach and build trust with underserved and equity-deserving survivors of sexualized violence is an important part of the process.



What happened at Avalon?

Prior to the launch of the Community Navigation Program, few African Nova Scotian survivors were engaging with Avalon's support and services. The program team was deliberate in working to address this gap. Avalon recruited among Nova Scotia's intersectionally diverse communities by using a designated job posting, and successfully hired a Community Navigator from the African Nova Scotian community. By March 31, 2023, 74 survivors (70%) who engaged with Avalon's Community Navigation Program self-identified as being a part of the African Nova Scotia community.





Section 5. Building Trust with Survivors

5.2 AMPLIFY SURVIVOR VOICES

It is key to the success of the Community Navigation Model to encourage survivors to become active agents in their own healing processes. Ensure that listening to needs of survivors is an intentional part of the navigation practice of all staff. This includes asking for and listening to active feedback and input on program delivery.





What happened at Avalon?

Avalon established a Community Advisory Committee composed of and led by survivors. The Advisory Committee was created with the main purpose of highlighting the recommendations from community, ensuring that survivors' lived experiences and recommendations are driving Avalon's actions regarding their program design and implementation., including the Community Navigation program. The Advisory Committee is composed of community members (some are former clients, but that is not a requirement). Its membership includes representation from various communities in Halifax, including the African Nova Scotian and Indigenous communities, 2SLGBTQIA+ communities as well as men, with a focus on underserved communities. The Advisory Committee meets once a month to provide recommendations on different Avalon processes and connect in a safe space and talk to one another about sexualized violence and other issues impacting the community. Topics for discussion include:

- Hiring practices and representation, staff composition
- Cultural awareness in different communities (e.g., storytelling, healers and elders in partnership
- How we can show up in the community and how can we care about the community?
- What's needed in the community and what should Avalon be doing?





Section 5. Building Trust with Survivors

5.3 SURVIVOR-LED ADVOCACY FOR SYSTEMS-LEVEL CHANGES

Existing trust between Community Navigator and survivors can enable survivor-led advocacy, with the Navigation Program providing a forum to bridge survivors with formal processes to advocate for systems-level changes.



What happened at Avalon?

For the "We Matter and Our Voices Must be Heard" Mass Casualty Commission (MCC), Avalon and legal community partners facilitated conversations to ensure that the lived experiences and voices of marginalized survivors were integrated and heard as part of the MCC. In particular, their stories amplified the systemic power dynamics and intersectional forces associated with the gender-based violence the women experienced from the perpetrator of Nova Scotia's April 18 and 19 mass casualty events.

These conversations were made possible through the direct work of Avalon's Community Navigation Program to build trust with marginalized survivors and to advocate for and support them to engage in the MCC process that they would otherwise not be a part of. Avalon and the Community Navigator worked directly with 10-12 survivors, at 4 different locations to participate in information sessions to ensure a safer space to engage in a formal, government-led inquiry process.

The continued trust and wellbeing of survivors was Avalon's primary concern, and the Navigator and Avalon team were their advocates during and after the sessions. Here are some tangible examples of what the Community Navigation team did to support survivors during this process:

- Ensured that culturally appropriate food was available for participants,
- Considered feedback from survivors and adjusted subsequent meetings by reducing the number of officials in the sessions,
- Provided opportunities for check in and debrief with survivors,
- Provided transportation to and from meetings,
- Shared background information on both content and process, and
- Ensured informed and ongoing consent.



Section 5. Building Trust with Survivors



What happened at Avalon?

Built on previously established trust with the Navigation Program, survivors were able to engage directly with the Commission and inform them of the gender-based violence they experienced as well as the important intersections of racism, colonization, misogyny, and classism that were at play. In response, <u>Commissioner Critchley with the Board of Police Commissioners made recommendations</u> to improve accessibility of victim services and to explore the feasibility of making victim services independent of law enforcement agencies.





In order to be as responsive as possible, organizations can employ a variety of learning tools, platforms, and engagements to build awareness and increase learning opportunities. These can include online and in-person learning, arts-based learning and reflections, social media campaigns, and support group facilitation. The key is to establish a learning approach that best suits the audience with clear learning objectives.

6.1 APPLY ADULT EDUCATION PRINCIPLES AND EXPERIENTIAL LEARNING

Apply the principles of adult learning—including experiential learning—when designing educational activities wherever possible, including both online and in-person. Scenario-based learning can be an important way for learners to build confidence when implementing learning into their practice. Scenarios can also be used to show how guiding principles can be actioned by using tangible examples and critical reflections.





What happened at Avalon?

Avalon created learning scenarios to practice referrals and navigation supports in response to disclosures of sexualized violence. This allowed for participants to practice skills and incorporate the knowledge gained into practical activities relevant to their contexts.





6.2 DEVELOP OR EXPLORE AVAILABLE ONLINE TRAINING FOR STAFF AND STAKEHOLDERS

To build capacity and to ensure that guiding principles are communicated and embedded in the delivery of the navigation program, consider developing or offering available online training for staff and community partners.



What happened at Avalon?

With the support of an external consultant, Avalon developed an online training course to sensitize and educate staff and stakeholders on the trauma-informed approach. The course is self-paced and free of charge. The modules have built-in accessibility features including closed-captioning and various scripts in anticipation of the diversified needs of learners.

The course has two modules:

- 1. Dynamics of Sexualized Violence and
- 2. Trauma-informed practice and healing-centred engagement.

Components covered in the modules are the following:

- Why sexualized violence is underreported.
- Identifying vulnerable populations and those at increased risk of sexualized violence.
- The effects of trauma on the brain and body.
- Connecting the impacts of trauma on disclosures and reports of sexualized violence.
- How to support survivors of sexualized violence through principles and practices of trauma informed practice and healing-centred engagement.

To access the trainings, go to the following links:

- <u>Dynamics of Sexualized</u> <u>Violence</u>
- <u>Trauma Informed Practice and Healing Centred Intervention</u>







6.3 ORGANIZE COMMUNITY-BASED EVENTS TO ENGAGE KEY STAKEHOLDERS AND SURVIVORS

Another way to raise awareness is to organize community-based events. This is an effective approach to get to know community members and survivors who may not be accessing supports. Organizations can also use community events to develop stronger relationships with stakeholders co-developing and co-hosting the events.



What happened at Avalon?

Avalon's Community Navigation team hosts annual community BBQs which see hundreds of individuals and families access food, information about numerous community organizations, as well as back-to-school items.

In addition, Avalon worked with another community-based organization, POSSE, on an art project with survivors. It included three (3) educational workshops with highly vulnerable youth. The workshops included the following themes: consent, trauma, sexualized violence, accessing supports through Avalon, and peer support skills. Approximately 27 youth participated in this art project, where the art brought all the information together through the **Thumbprint Tree** with all the youth. This art project included messages of care and support to themselves and other survivors in their lives.









6.4 HOST ONLINE WEBINARS TO RAISE AWARENESS ADDRESSING **GENDER-BASED VIOLENCE**

One way to raise awareness about various topics related to gender-based violence response and how to support equity-deserving groups is to organize and host online webinars with partnering organizations who have expertise and lived experiences in these areas.





What happened at Avalon?

Avalon collaborated with members of the Community Support Network to launch a webinar series which included the following four topics:

- The Experiences of Black, Indigenous, and Racialized Survivors,
- 2SLGBTQ+ Survivors in Prison,
- Supporting 2SLGBTQIA+ Youth
- Not Without Us: Supporting Survivors with Disabilities.





Section 7. Stakeholder Engagement & Partnerships

7.1 ESTABLISH A DIVERSE & HOLISTIC NETWORK

Building a diverse and holistic network is critical to be able to provide and address the diverse needs and circumstances of survivors of sexualized violence. Consider building a network of community-based organizations that offer front-line services including therapy, crisis intervention, safety planning, housing, and food services. The Navigation Program also needs access and connections with government-based providers including partners in the justice system, health sector, the education system, and various social service agencies such as government housing and community services, where applicable. Private sector actors such as employers and local businesses that want to engage in social good are also important partnerships to explore and develop over time.

An organization can build a community support network by establishing connections with potential partners through:

- Individual and group meetings,
- Being part of a network of feminist organizations,
- Shared community engagement initiatives,
- Networking at events such as conferences or workshops, and
- Direct outreach or cold calls which can begin with sharing information and resources about an organizations' programs and services.





What happened at Avalon?

Avalon created the Community Navigation Program (CSN), consisting of 38 organizations. The goal was to connect survivors to holistic services to better addressed their needs. For more information on the CSN, refer to Section 2.3 and Section 3.2.





Section 7. Stakeholder Engagement & Partnerships

7.2 ESTABLISH CLEAR AND SHARED PROTOCOLS AND PRACTICES

As many survivors of sexualized violence access support across a variety of services, it is key to engage in ongoing networking activities to explore and expand on community-based partnerships. In addition to finding allies within the community, it is also important to identify and implement shared protocols or practices, explore creative collaborations or similar policies, programs, or shared values like the guiding principles for the program and organization. This is key to ensure survivors have access to the supports and services they require, and that those services will be provided following the same guiding principles. In this manner, even if an organization does not provide all services needed, they can rely and trust on their partner organizations' supports.

Part of the protocols that need to be established involve data sharing protocols especially of personal information which includes:

- Informed and ongoing consent,
- Privacy and confidentiality,
- Protection of personal information including data storage and access, and
- Self-identification.



What happened at Avalon?

The Navigator established a Community Support Network of 38 organizations that provide services to survivors. The CSN enables organizations to share expertise and refer clients to each other services. The streamlining of referrals helps the Navigator support survivors in rapidly accessing needed services. For more information, refer to Section 2.3 and Section 6.3.





Section 7. Stakeholder Engagement & Partnerships

7.3 WORK WITH PROGRAM EVALUATORS ROOTED IN THE GUIDING PRINCIPLES



Gathering personal information about individuals that are accessing programs is important to ensure services are reaching equity-deserving populations. As mentioned above, creating an intake approach that is respectful, conversational, and culturally self-identification. appropriate enables Consider the use of an intersectional lens such as GBA Plus when developing intake and program databases. Working with external program evaluators rooted in the same guiding principles and approaches as an organization can be valuable for the Navigation Program.



What happened at Avalon?

Avalon partnered with a BIPOC-led social enterprise, <u>SEASONOVA</u>, as the team of researchers and evaluators for the Community Navigation Program. The monitoring and evaluation approach has been rooted in an intersectionality analysis that is both feminist and trauma informed.

By applying the guiding principles, Avalon and SEASONOVA have used evaluation:

- As a strategic planning tool,
- To debrief and reflect,
- To onboard new staff,
- To gather information and inform intake and database variables, and
- To report on program results including a robust reporting of disaggregated data to show which communities have been able to access supports and where more outreach is needed.





7.4 REDUCE THE EXPERIENCE OF SYSTEMS-LEVEL BARRIERS

In the aftermath of experiencing sexualized violence, many survivors face challenges when interacting with legal, healthcare, and other systems. It is important to ensure that, when outreach and trust-building activities are being undertaken in historically underserved communities, an organization can connect survivors to the responsive and holistic services and supports they require to navigate systems such as legal, healthcare, and educational. Part of the role of the Navigation Program is to reduce the potential harms from systems-level barriers such as reducing the impact of bureaucratic red tape and ensuring that available supports are truly accessible.



What happened at Avalon?

Avalon had both its Community Navigator and Community Legal Support Worker build relationships with various community organizations, including frontline service providers and government agencies, to help navigate requirements and advocate for service eligibility. In this way, the presence of the Community Navigator and Legal Support Worker serves as a safeguard from potential systems-level challenges or harms.







7.5 ENGAGE WITH EMPLOYERS AND ORGANIZATIONS IN THE LOCAL CONTEXT TO ADDRESS WORKPLACE SEXUAL HARASSMENT



Employers are a common stakeholder for survivors seeking navigation support. Survivors may request support to navigate the requirements from supports such as an Employee Assistance Program (EAP), medical insurance, or time off after an assault. If sexualized violence or harassment occurred in the workplace, the Navigator will need to learn recourse mechanisms available within the workplace such as reporting processes or filing a grievance.

In addition to the Criminal Code which governs prosecution over occurrences of sexual assault, both human rights and occupational health and safety legislation in Canada also prohibit workplace sexual harassment and violence in Canada.

Sexual harassment and violence continue to be serious concerns in the workplace and in society at large. In a 2020 Statistics Canada study, 25% of women and Indigenous women, and 17% of men and 20% of Indigenous men, reported having experienced inappropriate sexualized behaviours in the workplace during the previous year (Statistics Canada, 2021). The study highlights how people with intersectional identities including women, Indigenous Peoples, racialized people and 2SLGBTQIA+ people were disproportionately targeted with sexual harassment and discrimination in the workplace (Ibid.).







What happened at Avalon?

During the Community Navigation Program, Avalon and SEASONOVA worked to build opportunities to connect with frontline staff at the Department of National Defence (DND)/Canadian Armed Forces (CAF) as they employ a large population within Halifax. More specifically, Avalon partnered with the Sexual Misconduct Support and Resource Centre (SMSRC) as well as social workers from the Military Family Resource Centre (MFRC) and the CAF Chaplains from CFB Halifax.

The focus of SMSRC's work is to support those who may have experienced sexual misconduct and harassment in the workplace in the context of the Canadian military. According to <u>DND (2023)</u>, the SMSRC provides expert advice, guidance and recommendations to DND on all matters related to sexual misconduct. SMSRC provides support services to:

- currently serving members of the Canadian Armed Forces (CAF);
- former members of the CAF;
- Department of National Defence (DND) public service employees;
- former DND public service employees;
- Cadets aged 16 and older;
- Junior Canadian Rangers aged 16 and older;
- Families of the above aged 16 and older;
- Members of the Defence community and caregivers who support those affected.

Survivors from the Defence community have accessed Avalon's services. This includes survivors accessing the Community Navigation Program, the therapy services, as well as the Sexual Assault Nurse Examiner (SANE) program.







What happened at Avalon?

As such, it is important for the Navigation team to know what services SMSRC is able to provide, as part of coordinating referral services to best support survivors. For example, in the case of survivors from the Defence community in Halifax, the SMSRC:

- Monitors the CAF's progress in addressing sexual misconduct.
- Provides subject matter expertise, evaluation, and validation for DND and CAF training on sexual misconduct, including advising the Respect in the CAF Training Team.
- Conducts research on the prevention of sexual misconduct.
- Administers the Restorative Engagement program that provides options for members of the CAF-DND Sexual Misconduct Class Action Settlement to share experiences, knowledge and understanding of sexual misconduct in DND and the CAF.
- Administers the Community Support for Sexual Misconduct Survivors Grant Program that supports community-based service providers.
- Administers the Military Sexual Trauma (MST) Peer Support Program which provides options for those affected by sexual misconduct to get support from peers (Ibid.).





7.6 SENSITIZE TRAUMA-INFORMED APPROACHES AMONGST JUSTICE SYSTEM ACTORS

The Canadian government has stated that "there is a need for criminal justice professionals to have specialized in-depth training and education... on the neurobiology of trauma, violence, and abuse, and the social contexts of victim responses" (Haskell and Randall, 2019, p.34). The Government also stated that taking a trauma-informed approach to the investigation and prosecution of sexual assault in the criminal justice system could reduce issues such as the survivors' lack of confidence in the police and the criminal justice system. In addition, potential positive changes in the current state of sexual assault prosecution could influence case outcomes and more reporting of sexualized violence to authorities.

One of the ways to ensure trauma-informed practices are embedded within the justice system is to provide trauma-informed training which can increase the confidence of justice system actors in their capacity to respond and better support survivors of sexualized violence.

Police Officers

For police officers, it is especially important to have a trauma-informed practice in the investigations of sexual assaults. Haskell and Randall (2019) recommend that police officers have a trauma-informed approach by:

- Adjusting how they speak with the survivor,
- Considering the sensitivity of the questions they ask,
- Considering the speed at which they ask questions.

Ultimately, police officers should understand disclosure is a process and that they must receive disclosures in a respectful way that is empowering to the survivor. For example, the police should set up a process for the first contact with the survivor which allows "for the [survivor] to have a brief, respectful and emphatic first contact with a police officer, who should take only a limited amount of information for the initial report." This survivor-centred approach allows for the survivor to feel listened to, supported, and in control of their story (Haskell and Randall, 2019). Navigators can then build relationships with police officers to integrate trauma-informed practices in how they relate with survivors to reduce potential harms and re-traumatization.



Lawyers and Legal Professionals

Another target audience for the Navigation Program's trauma-informed training and sensitization efforts are lawyers and legal professionals including prosecutors, legal aid, and defence lawyers. Deeper understanding of trauma-informed approaches can help legal professionals understand difficulties that may arise during trial preparation. Common behaviours such as forgetfulness and avoidance could be trauma responses, as trauma can affect how a survivor's brain functions. With this knowledge, law professionals could enact strategies related to emotional regulation and coping. Understanding how trauma affects the brain can help legal professionals to develop empathy, build trust, reduce (un)conscious bias such as victim blaming, and inform how to better prosecute sexual assault cases.

Judges

For judges, "trauma-informed judicial interactions begin with good judicial practice and treating individuals who come before the court with dignity and respect" (<u>SAMHSA, 2013</u>, <u>p.3</u>). Judges can work closely with court personnel and others involved to create an individualized approach that fosters a positive outcome (SAMHSA, 2013).

According to a 2013 report from the U.S. Substance Abuse and Mental Health Services Administration (SAMHSA), a trauma-informed judicial practice can include:

- Using less negative, punitive, or judgemental language and instead expressing concern.
- Creating a courtroom environment that is less intimidating and that promotes physical and emotional safety for trauma survivors. For example:
- s.486.2(2) of the *Criminal Code* states that a witness can testify outside of the courtroom by closed-circuit television or behind a screen to avoid seeing the accused.
- s.486(1) can allow the public to be excluded from the courtroom, which would allow the survivor to have privacy (Haskell and Randall, 2019).

An organization's navigation program can serve to advocate for the rights of survivors as they navigate legal procedures within the court system.



SEASONOVA



What happened at Avalon?

Avalon, through its Community Legal Support work, has been increasing awareness about trauma-informed approaches with individuals in the justice system, including police officers, lawyers and other legal practitioners. Key to the success of increasing awareness is Avalon's and the Navigator's capacity to build partnerships and make connections has amplified the awareness of trauma-informed approaches. An example of the latter is Avalon's advocacy for better legal responses and a community support response in the participation on the Sexual Assault Investigation Review Committee with Nova Scotia RCMP, and the sharing of information about the project's Sexual Assault Awareness Month webinar series, "Bringing Down Barriers" by Halifax Regional Police - Victim Services.





8.1 PROVIDE PEER SUPPORT FOR MEMBERS OF EQUITY-DESERVING GROUPS

"There is no such thing as a single-issue struggle because we do not live single-issue lives." - Audre Lorde (qtd in Bennett, 2023)



Peer support is an "emotional and practical support between an individual and a trained and paid peer supporter who share a common experience" (Newman, 2022). Empathy is key to peer support, where the role of the peer supporter is not to treat or diagnose but to provide empathetic understanding and support (Canadian Medical Association, 2020).

In the context of sexualized and gender-based violence, peer support groups are important resources for survivors, especially those from marginalized communities. Sexualized violence is inextricably connected to misogyny, racism, colonialism, and other forms of discrimination and oppression, resulting in certain identity groups being at a higher risk of sexualized violence and further re-traumatization (Levenson, 2017). Historically marginalized and presently marginalized communities are more likely to face barriers to accessing support services due to various factors such as the lack of culturally appropriate services or lack of trust with various systems such as the health and justice system, and service providers.





8.2 CONSIDER VARIOUS TYPES OF PEER SUPPORT MODELS

Studies have shown that utilizing peer supports has a positive impact on healing; to help individuals navigate structural challenges after a traumatic event such as sexualized violence (<u>Leclaire</u>, 2023). Peer supports also provide a community of support and accountability.

Here are several peer support models to consider when developing a navigation program:

Model 1. Peer-led support groups

Also referred to as mutual support groups, peerled support groups involve volunteers with lived experiences who receive training to facilitate a support group, but do not provide advice or act as a professional in their role (Hoy, 2023). This type of support group has a horizontal power structure, meaning that there is there is equal status amongst all support group members. This can "promote mutual respect, reciprocity, and solidarity among peers" (LinkedIn, 2023).





What happened at Avalon?

Avalon established a Community Advisory Committee composed of and led by survivors. The Advisory Committee is composed of community members and includes representation from various communities. Meeting once a month, the Advisory Committee connects in a safe space and are able to speak about sexualized violence and issues impacting the community. For more information, refer to Section 5.2.





Model 2. Professionally-led support groups

Led by an individual or individuals with formal training and professional qualifications, these peer support groups models include leaders that provide advice to participants in the moment. This type of support group has a vertical power structure, as the facilitator(s) is in a position of "authority, expertise, or responsibility" (Ibid.).



What happened at Avalon?

The Community Navigator led a journaling program, where 20 survivors used journaling as an approach to healing. The program encourages survivors to write for 5 minutes in the morning about their expectations of the day, and to reflect on how their day went. This approach helped the mental health of survivors and helped them build trust with the Community Navigator by encouraging conversation. Of the 20 survivors who participated, all of them indicated that they would like to continue the journaling program as it helped them to express their emotions. Avalon found that participation in the journaling program also helped to sustain client retention.

Model 3. One-on-one peer support

This model has a peer supporter who has lived experiences as well as training2 to provide support to survivors. This form of peer support provides the opportunity for survivors to receive individualized support that can address their specific needs, with methods "ranging from informal befriending and social support to the more structured and solution-focused mentoring approaches" (National Voices UK, N.D., Peers for Progress, 2021).



What happened at Avalon?

Avalon's Community Navigator mostly worked with survivors in a one-on-one model, as each session is not only requested by the survivor but also the focus of the sessions is determined by what is most salient for the survivor. Thus, the support that the survivors received are customized and tailored to their individual needs.





Model 4. Navigators

Navigators are individuals who are knowledgeable about a specific system and can provide advice and support to a survivor as they go through various systems-based processes such as filing a police report, seeking healthcare options (mental and physical), or pursing civil legal action (Peers for Progress, 2021). The role of navigators is adopted from a medical or healthcare model (Peers for Progress, 2021).



What happened at Avalon?

Avalon's Community Navigation Program is based on this model. The Navigator is able to provide survivors with advice and support in several areas, such as supportive conversations, food security, safety planning, and housing. For more information on the role of the Navigator, refer to Section 1.2. The role of the Community Legal Support Worker, explored in Section 4.4, follows the same model with advice and support provided in navigating the criminal legal system.

Model 5. Military Sexual Trauma (MST) Peer Support Program

In response to the continued issue of sexual misconduct, the CAF and SMSRC developed peer supports for survivors of military sexual misconduct and trauma. The MST Peer Support Program includes several different peer support models, with the flexibility for participants to change to a different model at any time (except for formal support groups).

The three main peer support models used are the following: the one-on-one peer support model available online or in person; the formal in-person peer support group, available in both French and English, facilitated by a mental health professional; and the online peer support model, including a group discussion board text and chat mobile app available 24/7 and monitored by professionally trained clinicians (Department of National Defence, 2023 B; Department of National Defence, 2023 C).





8.3 RISK MITIGATION STRATEGIES WHEN PROVIDING PEER SUPPORT

SWith any peer support model, taking steps to mitigate risk is an important consideration. Risk mitigation safeguards the safety and wellbeing of survivors, peer supporters, staff, and organizations providing peer support services.

The following are potential risk factors to consider when designing which peer support model to integrate into a navigation program to support survivors of sexualized violence:

Sense of loss at end of peer support group

An analysis of several studies on peer support groups found that "the time-limited nature of groups was problematic for some". This includes not having enough time in the group to "enable completion of the processes begun" which includes the conversations or healing approaches that may have been introduced in the group sessions (Konya et al., p.8, 2020).

Overreliance on group process

Distress upon the termination of the formal support group (Ibid) results in a challenge for peer and professional facilitators to formally end the support group in a way that does the least harm to participants and can give participants a sense of closure.

Vicarious trauma and burnout

Facilitators who are also survivors of sexualize violence may experience issues related to repressed trauma or the triggering of traumatic memories. Facilitators should be able to manage their trauma and any associated symptoms in an effective and healthy way (Mahlke et al. 2017).

Regression

Everyone's healing journey is different and in most cases is not linear. Facilitators or peer group leaders with lived experiences could potentially encounter regression or triggering moments of their own memories of trauma.





Safety and security in tele-virtual support groups

Some forms of tele-virtual peer support groups could potentially cause more harm than good for survivors, such as unmonitored or unregulated formats for example, open chatrooms, forums, or social media groups. Additional technological considerations that need to be reviewed from a safety, trauma-informed, and do no harm lens include the following:

- The platforms and servers being used.
- The security of services and data from breaches.
- Collection, storage, and access of personal data.
- Maintenance of confidentiality and privacy.



Risk factors associated with group leaders and facilitators

As peer support models are dependent on groups leaders and facilitators, it is important to ensure that they have been vetted thoroughly to maintain the safety of all participants. Consider requiring security checks especially if the participants are minors, and a rigorous reference check system. It is also a best practice to have more than one facilitator at each meeting, to not only have support for facilitators but also serve as a safeguard during sessions. Aside from selecting the best candidate to lead peer support group meetings, organizations should consider providing enough training and onboarding to ensure that guiding principles are adhered to, that their practice include clear, respectful and professional boundaries and limits, and that the confidentiality and privacy of participants are kept throughout.







What happened at Avalon?

One of the key challenges is staff turnover. It is important to ensure that team members are able to build trust and rapport with survivors to support the program's success and sustainability. In addition, a key to success is to support frontline staff and ensure their continuous engagement and own psychological safety. Be mindful of potential burnout and create safeguards from vicarious trauma. To avoid burnout, Avalon recommends that at least one more navigator is added to a Community Navigation Program in order to ensure sustainability. As such, the Community Navigation program was expanded to also include a Community Legal Support Worker. Having more than one navigator also enables team members to take time off from work, for much needed rest and recreation, to ensure their own well-being to continue with the work.







A Quick Guide to Develop a Community Navigation Program

-	u or your organization are exploring the possibility of developing a community ation, consider the following:
	Identify the program's guiding principles. Consider an approach that is survivor-first, survivor-led, trauma-informed, collaborative, and focused on harm reduction. Prioritize building trust with survivors and equity-deserving groups. Consider how equity, diversity, inclusion, intersectionality, and accessibility (EDIIA) are integrated in both the process and program content such as the use of Gender-based Analysis Plus (GBA Plus) and offering training that aligns with the guiding principles.
	Be intentional about hiring. Prioritize hiring team members representative of the populations that you aim to reach, who will embody the guiding principles in how they support and build trust with survivors.
	Identify what the program hopes to achieve. Use this information in both program design and in the development of the evaluation framework and intake processes, such as developing intake questionnaires and databases that allow for self-identification, identifying targets and program outcomes. Throughout this analysis, identify the equity deserving groups that will be reached by your programming to increase representation and access to services by underserved populations.
	Develop your program's theory of change. Identify and map out how survivors will access your services and how it will benefit them. This includes identifying potential gaps or barriers to access, and either removing the barriers or creating equitable supports to increase access. This may include reviewing and developing policies and processes that align internally to ensure the success of the program.
	Build partnerships to expand the referral network. Identify and pursue partnerships with both community and governmental organizations who can offer supports to survivors of sexualized violence. Build rapport and contacts, to ensure eligibility, increase available supports, and reduce potential barriers or harms caused by organizations on individuals.





A Quick Guide to Develop a Community Navigation Program

-	u or your organization are exploring the possibility of developing a community ation, consider the following:
	Establish outreach and communication efforts in the community. Ensure your program's visibility in the communities that you aim to support and serve. Be present and connect with people, community leaders, and organizations that have already built trust. Consider outreach events that meet the needs of people and families, such as a community BBQ or drop-in, as a way to socialize your program's presence to support community members.
	Amplify the voices of survivors. Consider direct opportunities for survivors to guide your program such as an advisory council. Create mechanisms and openness to listen to survivors with how they want their voices to be heard, and in what ways they want to advocate positive and transformative change in their lives and in the community.
	Select a peer support model that compliments local context. As there are many options on how to deliver a peer support model, consider the survivors in your community and how your organization works in the context of therapy or access to the SANE program, when deciding how to select the best peer support model to use. Consider the strengths of your team members, as well as the resources you have to sustain this aspect of the program.





PART E. ADDITIONAL RESOURCES

- A Future without Gender-Based Violence: BUILDING NEWCOMERS' RESILIENCE through Community Education
- A Trauma-Informed Response to Sexual Violence and Harassment
- <u>Building the Table: Discussing Tensions of 2SLGBTQIA+ Structural Inclusion Within</u> the GBV Sector
- Considerations for Meaningful Collaboration: Highlights from A Conversation with Indigenous Elders
- Courage to Act's Knowledge Centre
- <u>Eight Strategies for Doing the Work: Surfacing the Social Context of Sexual Violence in Therapeutic Settings</u>
- Examining the Intersections of Anti-Asian Racism and Gender-Based Violence in Canada
- Gender-based Analysis Plus
- Harassment and sexual violence in the workplace Public consultation What we heard
- Information on occupational health and safety Pamphlet 2A Employer and employee duties
- <u>Key Ingredients for Successful Trauma-Informed Care Implementation</u>
- Peer mentoring justice-involved youth: a training model to promote secondary desistance and restorative justice among mentors
- Safe Workplaces for All Infographic
- Safe Workplaces for All Report
- Sexual Assault Centres, Crisis Lines, And Support Services
- Sexual Misconduct Support and Resource Centre
- Sexual Violence Against Black Women and Girls in a #MeToo Era
- Sexual Violence Prevention Month: Digital Toolkit
- Sexual Violence Response on Campus: A Toolkit
- Survivor Toolkit
- <u>Teaching & Learning Toolkit on Gender-Based Violence</u>
- Toolkit: Youth Guide to End Online Gender-based Violence
- Toolkit to Preventing Workplace Harassment and Violence
- What is Trauma-informed Care?





Providing Community Navigation Supports for Survivors of Sexualized Violence: A Toolkit for Service Providers

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