

Atira Women's Resource Society

2026-2030 Strategic Plan

Grounded in Community, Stronger *Together*



#201-190 Alexander Street
Vancouver, BC V6A 1B5
Phone: (604) 681-4437

www.atira.bc.ca
info@atira.bc.ca

Message from the Board Chair



Atira's work exists at the intersection of some of the most urgent challenges facing our communities today: violence, housing insecurity, poverty, and systemic inequity.

Over the past several years, organizations across the social and community-serving sector have been asked to navigate significant complexity and change. Through that time, Atira has continued to strengthen its approach to governance, accountability, and leadership while remaining deeply committed to the communities it serves.

As a Board, our responsibility is to help ensure the organization remains sustainable, responsive, and grounded in its mission. This strategic plan reflects that commitment. It is informed by learning, shaped by community, and focused on building a strong foundation for the future.

The Board is confident in the direction of the organization and in the leadership guiding this next chapter. We believe this plan positions Atira to continue contributing meaningfully to safer, healthier, and more connected communities across British Columbia.

On behalf of the Board of Directors, thank you to the staff, partners, funders, advocates, and community members who continue to walk alongside Atira in this work.

Anne Kinvig

Board Chair

Atira Women's Resource Society

Message from the Chief Executive Officer



Atira's work has always been rooted in one simple belief: everyone deserves safety, dignity, and a place to belong.

For more than four decades, we have walked alongside women, children, and communities navigating violence, poverty, housing insecurity, and systemic barriers. Over that time, both the world around us and the needs of the people we serve have continued to change.

What has never changed is our belief that housing is more than four walls. Safety, belonging, healing, and connection remain at the centre of this work and at the centre of the communities we help build every day.

This strategic plan reflects our commitment to continuing that work with care, accountability, and courage. It recognizes that meaningful change does not happen through any one organization alone, but through relationships, collaboration, and communities willing to keep showing up for one another.

The challenges facing our communities remain significant. Across British Columbia, people continue to navigate the intersecting impacts of violence, housing instability, poverty, toxic drug poisoning, and growing pressure on already strained systems. Atira sees these realities every day, and we also see the resilience, leadership, and strength that continue to emerge within community in response.

As we look ahead, we do so with humility, clarity, and hope. This plan is grounded in what we have learned, the relationships we have built, and our continued commitment to supporting women, children, and gender-diverse people in building lives rooted in safety, dignity, and belonging.

We are ready for the work ahead.

Sarah McIntosh

Chief Executive Officer

Atira Women's Resource Society

What We've Learned

Over the past several years, Atira has moved through a period of significant change, reflection, and transformation.

Like many organizations working within complex social systems, we have faced scrutiny, difficult conversations, and the responsibility that comes with growth. We have taken those moments seriously - not as something to move past, but as opportunities to learn, strengthen, and evolve.

We did not emerge unchanged.

We strengthened governance, rebuilt operational infrastructure, invested in leadership, and deepened our commitment to transparency, accountability, and community trust. We created stronger systems to support both our staff and the communities we serve.

Today, Atira is a different organization than it was even a few years ago - shaped by learning, strengthened through challenge, and clearer than ever about the responsibility we carry.

What has never changed is our belief that women and children deserve safety, dignity, and housing with supports that help them heal, stabilize, and thrive.

This strategic plan reflects both where we are going and what we have learned along the way. It is grounded in humility, shaped by experience, and guided by a clearer understanding of what sustainable, accountable leadership requires.

We move forward with stronger foundations, greater clarity, and an unwavering commitment to the communities we serve.

Our Strategic Framework

Our strategy is organized around four interconnected priorities, informed by lived expertise, frontline experience, and evidence, and held together by a commitment to reconciliation and being good guests on the lands where we live and work.

At Atira, reconciliation is not a separate initiative. It shapes how we lead, build relationships, deliver services, and make decisions - honouring multiple ways of knowing, healing, and leading.

Community Care & Impact

We will continue delivering safe, culturally responsive, high-quality services that support dignity, healing, stability, and belonging.

Strong Foundations

We will strengthen financial stewardship, operational systems, and long-term sustainability so Atira can remain stable, responsive, and accountable into the future.

Voice & Community Influence

We will use our voice responsibly to deepen understanding, inform policy, and advance solutions grounded in lived and frontline expertise.

Caring For Our People

We will invest in staff wellbeing, leadership development, and internal equity so the care we provide externally is reflected in how we support one another internally.



What We Hope to See

Over the next five years, we hope to see stronger, safer, and more connected communities where women, children, and gender-diverse people are better supported to live with dignity, stability, and belonging.

We hope more people experience safety not as temporary relief, but as the foundation for healing, connection, and possibility.

We hope to see systems work more collaboratively and communities respond more collectively to the realities of violence, housing insecurity, poverty, and isolation.

Within Atira, we hope to continue building a culture where staff feel supported, leadership is nurtured intentionally, and care for community is reflected in how we care for one another internally.

We hope to deepen relationships with Indigenous communities, leaders, and knowledge holders while continuing the ongoing work of embedding reconciliation into our governance, operations, services, and everyday practices.

Most importantly, we hope the people who walk through our doors feel safer, more connected, and more able to imagine a future beyond crisis and survival.

Accountability & Learning

We will track progress through clear indicators, ongoing learning, and transparent reporting.

Our goal is not perfection, but responsibility - being open to feedback, honest about challenges, and committed to continuous improvement over time.

We believe accountability is built through relationships, reflection, and a willingness to keep learning alongside the communities we serve.

Closing Statement

This strategic plan reflects Atira's commitment to care, courage, and accountability.

It guides how we will continue showing up for women, children, gender-diverse people, staff, partners, and communities over the next five years.

The work ahead will require collaboration, resilience, and a shared commitment to building stronger systems of safety, support, and belonging.

We move forward together - grounded in relationship, guided by purpose, and committed to the communities we serve.

