



# 2020 IMPACT REPORT

APRIL 2019 - MARCH 2020

[www.atira.bc.ca](http://www.atira.bc.ca)

 **atira**  
WOMEN'S RESOURCE SOCIETY

Cover art from the mural at Bridge Housing for Women.

“I FEEL **SAFE** HERE, AND  
FEELING SAFE IS A VERY BIG  
THING. ESPECIALLY IN HERE,  
THEY'RE VERY CORDIAL AND  
THERE'S NO JUDGEMENT.  
WHEN YOU'RE LOCKED UP  
FOR YEARS, YOU'RE NOT  
COMFORTABLE. **IN HERE, I  
CAN BE COMFORTABLE.**”

Resident, Sorella Housing for Women & Children

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# 1 AN INTRODUCTION

## CHAIRPERSON'S AGM MARCH 2019 COMMENTS

It is always a pleasure to comment about Atira. Pursuing our mission, supporting women and girls/ children experiencing violence and oppression, we are 36 years old, a maturing “woman” with much experience and accumulated wisdom and a record of which we can be immensely proud.

This past year has been filled with many notable accomplishments so, instead of merely listing everything, I have selected several of special interest. Atira opened its second transition house, Florence Pierce, for women who are older. It appears we are still alone on the continent in providing this type of designated facility that takes into account the unique needs of women who are older. We worked to open our second daycare in Richmond and to steady our \$10/day prototype daycare, Maxxine Wright Early Care and Learning Centre in Surrey. Atira's daycare operations are trauma-informed and operate within an anti-oppression, decolonizing practice, which makes them special to all of us on the Board. And East Hastings is now graced with a second stage







**Deb Jack**  
Chairperson, AWRS

housing program for First Nations, Métis and Inuit women. We continue to operate the Sue Bujold Floor, the only women-only, innercity end-of-life program anywhere. And Atira's staff lawyer, the inimitable Amber Prince, attended the Supreme Court of Canada as co-intervener (with BWSS, WAVAW and West Coast Leaf), regarding anti-SLAPP legislation. SLAPP suits invariably are determined to be unfounded, having been laid to intimidate, harass, silence and exhaust the sued/victim of violence and of oppression.

Atira's staff. Reams of superlatives and accolades and utmost appreciation and admiration are due to our CEO Janice Abbott right through the entire organization. Janice has established some innovative communication methods, not least of which are her regular dialogue sessions with front-line staff. The fact that we have so many long-term staff indicates the success of an organization that values its staff and their work. To emphasize that, with early impact recognition of the COVID-19 pandemic, Atira was swift to organize in such a way that ensured staff health and safety as well as continuance of our essential programming and our staff stepped up. Without them, we are nothing.

As is our custom, we have "good things" in the works, answering needs from a woman-centered, trauma informed anti-oppression perspective. It is my privilege to be connected to Atira Women's Resource Society.



## FROM THE CEO

I am humbled as I reflect on what we have accomplished this past year and considering the challenges that emerged as we closed the year and then proliferated subsequent to year end, I am emboldened by our collective resilience and agility. We are a team, in the true sense of the word, and when we were called on to step up, we did, in a big way.

I recognize and honour each and every person who has touched and enriched Atira this year – every woman, child, tenant and program participant who shared something of themselves, their wisdom and expertise, our amazing leadership team, our dedicated staff, our Board of Directors, our partners and allies, funders and our donors. Without each other, we are nothing. I am filled with gratitude and I raise my hands up to you all.

I am also angry. I am angry that in 2019, 118 women and girls were killed by violence and that by the end of May, 2020, 67 more had died as a result of misogynistic violence. I am angry that so many people were lost to the opioid epidemic and that it is inevitable many more lives will be lost. I am angry it is taking the system so long to respond.

To say it is an urgent time for women and children and especially those marginalized

by institutional oppression, is a profound understatement. We need urgent action on ending all forms of gendered violence. We need urgent action on Reconciliation, on equity and inclusion and the elimination of all forms of racism. We need urgent action on the decriminalization of drugs/drug use and the creation of a robust and flexible system of safe supply. We need urgent action on looking after our mental and spiritual wellness. We need urgent action on collaboration. And, we need urgent action on housing.

For women who are struggling, a safe, secure and affordable home changes everything. Secure housing is the foundation for positive change. It reduces levels of stress and can change the perspectives of women by providing them the opportunity to stand in their power and to generate positive, healthy and nurturing environments for their children. A secure home is a place from which hope and possibility can flow.

Our aspiration at Atira is to build housing for women and children but not just any housing. Housing that is affordable, secure, accessible, with multiple bedrooms for families, adaptations for women who are older, is intergenerational, close to public transit, public amenities and public spaces, where women can share in their joy and support each other in their sorrow.

We currently have 195 such homes under or about to start construction, in Vancouver and Port Coquitlam. We have 300 more in development and many more in our imaginations. We are constantly innovating, and we are unrelenting.

And so if this year has taught me anything about myself, the people I work with and our community, it is that there is still hope. I take comfort in and am inspired by the words of Arundhati Roy, “Another world is not only possible, she is on her way. On a quiet day, I can hear her breathing.” I truly can.



**Janice  
Abbott**  
CEO, AWRS



## 2 ABOUT US

### STAFF OVERVIEW

For the past 25 years, Atira has been committed to building a staff that reflects the people we serve. Today we are as amazing and as diverse as the communities in which we work. Amongst us, we speak **49** languages and dialects, we range in age from **19 to 75** years and three quarters of us share life experiences with our tenants, residents and program participants. And we aren't done yet. This is a forever commitment. We can and will do better.

Total: **1248 Staff**

- **654 (52%)** identify as Female, **330 (26%)** identify as Male, **87 (8%)** identify as LGBTQS2+, while **177 (14%)** did not disclose.
- **455 (36%)** identify as People of Color
- **174 (14%)** identify as Black
- **417 (33%)** identify as Indigenous (First Nations, Métis, Inuit)
- **952 (76%)** have lived experience
- **170 (14%)** are 25 years old or younger
- **203 (16%)** are between 25 and 30
- **260 (21%)** are between 31 and 40
- **288 (23%)** are between 41 and 50
- **200 (16%)** are between 51 and 60
- **127 (10%)** are over the age of 60

#### ATIRA WOMEN'S RESOURCE SOCIETY

Total: **546 Staff**

- **387 (71%)** identify as Female, **36 (6%)** identify as LGBTQS2+, while **123 (23%)** did not disclose.
- **322 (59%)** identify as Women of Color
- **121 (22%)** identify as Black Women
- **185 (34%)** identify as Indigenous
- **404 (74%)** have lived experience
- **79 (14%)** are 25 years old or younger
- **84 (15%)** are between 25 and 30
- **126 (24%)** are between 31 and 40
- **119 (22%)** are between 41 and 50
- **81 (15%)** are between 51 and 60
- **57 (10%)** are over the age of 60

#### ATIRA PROPERTY MANAGEMENT INC

Total: **702 Staff**

- **267 (38%)** identify as Female, **330 (47%)** identify as Male, **51 (7%)** identify as LGBTQS2+, while **54 (8%)** did not disclose.
- **133 (19%)** identify as People of Color
- **53 (8%)** identify as Black
- **232 (33%)** identify as Indigenous
- **548 (78%)** have lived experience
- **91 (13%)** are 25 years old or younger
- **119 (17%)** are between 25 and 30
- **134 (19%)** are between 31 and 40
- **169 (24%)** are between 41 and 50
- **119 (17%)** are between 51 and 60
- **70 (10%)** are over the age of 60



# 3 SIGNIFICANT EVENTS

Though this annual report covers the period from **April 1, 2019** to **March 31, 2020**, we want to acknowledge some specific events occurring since that time that have had a significant impact on Atira's operations.

Atira's preparations for the COVID-19 pandemic began in advance of the declaration of a public health emergency in BC, as stories of COVID-19 transmission began to hit closer to home in early March. Because of this forethought, as an organization we were able to meet the challenge head-on and adapt our administrative functions, operations and services to respond in a flexible and timely manner to emerging information about the novel coronavirus (COVID-19).

Administratively we set up IT infrastructure so that staff had the tools and resources necessary to work from home. We put staff on rotating schedules to maintain physical distancing in our offices and set up a COVID-19 response team so that the leadership across the Atira group of agencies could administer a coordinated approach to the pandemic across Atira Women's Resource Society and Atira Property Management Inc. Not only have these measures ensured that Atira's work has continued with minimal interruption, they also allowed Atira to take on more responsibilities and accept opportunities to meet increasing needs due to COVID-19.

01

JANUARY 2020

02

JANUARY 3

03

MARCH 5

04

MARCH 11

05

MARCH 17

06

APRIL 6

07

APRIL 8

08

APRIL 27

The first cases of **COVID-19**, the disease caused by the novel SARS-CoV-2 coronavirus, began to surface.

The disease's rapid spread and severity led the World Health Organization to declare a **global public health emergency**.

Atira leadership convenes to plan a **coordinated, organization-wide approach to COVID-19** in an effort to be prepared for and meet any challenges head-on.

In our **residential buildings** we acted immediately to provide hand sanitizer, handwashing stations, PPE and cleaning supplies, and created policies to regulate and restrict the flow of people through our buildings in order to facilitate physical distancing. To guard against service and staffing disruptions we made sure programs had arrangements for food and safe supply. We proactively began hiring in anticipation of illness and resulting staff shortages, and we pursued options to ensure all staff had adequate sick pay.

For **non-residential programs** such as Stopping the Violence Counselling, PEACE and Legal Advocacy, we created policies for remote service provision and ensured that staff had the tools and resources they needed to continue providing support while working from home.

The World Health Organization characterizes the COVID-19 outbreak as a **pandemic**.

BC's Provincial Health Officer declares a **public health emergency** due to COVID-19 with the BC Government declaring a **state of emergency** the following day.

Atira opens **The Buchan**, a 60-bed recovery resource for people who are homeless and or have no where to isolate and who are COVID-19 positive.

Atira opens **Springer House**, a 49-bed temporary transition house for women and children fleeing violence, located in Easer Seals House.

Atira opens **SisterSquare**, a 24/7 popup resource tent for women near Oppenheimer Park so that women have a safe place to warm up, have a snack and be connected to health, housing and employment supports even amidst the COVID-19 pandemic and the closures and reduction in hours that affected many other much-needed services. The space also includes an overdose prevention site and assistance for women to test their drugs.

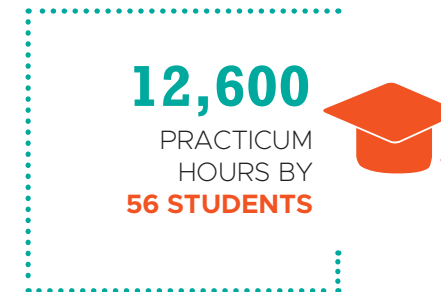
“WE ASKED THE UNIVERSE FOR THIS PLACE, AND THE UNIVERSE GAVE US [**SISTERSQUARE**].”

Yvette Joe, SisterSquare Peer Support Worker

# 4 STATISTICS

## ALL PROGRAMS

APRIL 2019 - MARCH 2020



### ATIRA PROPERTY MANAGEMENT

Atira Women's Resource Society owns a **social purpose business**: Atira Property Management Inc. (APMI). APMI offers personalized, client-focused management solutions for strata corporations, building owners, housing cooperatives, not-for-profit societies and developers in Greater Vancouver. APMI's profits are donated to Atira Women's Resource Society and used to fund development of new, affordable housing. APMI also manages a portfolio of all-gender single room occupancy hotels and **provides jobs** with benefits and pension to **more than 300** people from the community it serves.

**1463** housing units including **1411** SRO units and **52** self-contained micro units.

**2028** tenants housed: **697 (34.5%)** identify as Female, **1236 (61%)** identify as Male, **31 (1.5%)** identify as LGBTQ2S+, and **64 (3%)** prefer not to identify.

- **760 (37%)** identify themselves as Indigenous while **1172 (58%)** identify as white.
- **126 (6%)** 126 (6%) are above the age of 65, while **411 (20%)** are under the age of 35.

**2395** peer working hours.

atira  
—PROPERTY MANAGEMENT—

\*Our data collection at APMI has been deficient due to a lack of resources. We expect to have better data next year.

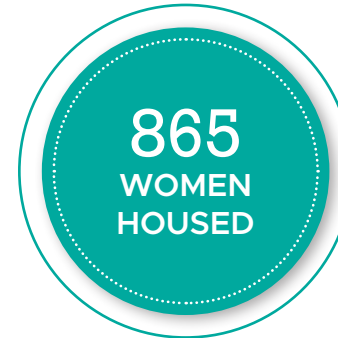


# 5 STATISTICS

## RESIDENTIAL PROGRAMS

### HOUSING SUPPORT

APRIL 2019 - MARCH 2020



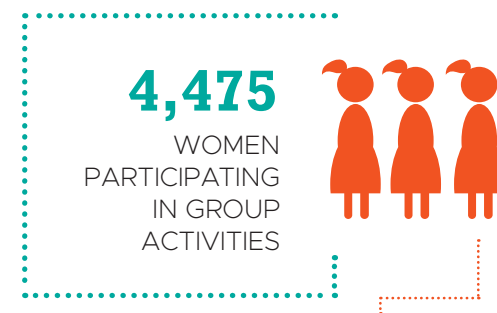
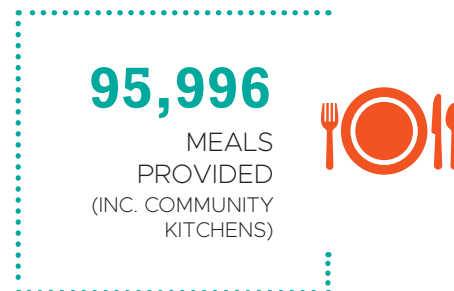
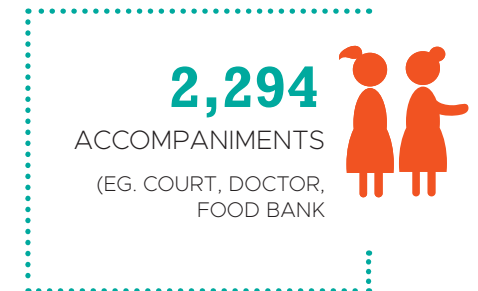
#### HOUSED WOMEN PROFILE

At least **550 (67%)** women use substances while **287 (34%)** have struggles with their mental and spiritual wellness.

**108 (13%)** women are above the age of 60, while **387 (45%)** are under the age of 40.

**420 (48%)** women identify as Indigenous (First Nations/Métis/Inuit)  
**251 (29%)** identify as white  
**62 (7%)** identify as Asian  
**55 (6%)** identify as African/Black

At least **69 (9%)** women have a permanent physical disAbility, with at least **44 (5%)** requiring mobility aid. Other kinds of disAbility are likely under reported.



**337** IN ARTS AND CRAFTS GROUPS  
**357** IN HONOURING WOMEN NIGHTS  
**1816** IN COMMUNITY KITCHEN GROUPS  
**2265** IN OTHER ACTIVITY GROUPS



# 6 STATISTICS

## NON-RESIDENTIAL PROGRAMS

APRIL 2019 - MARCH 2020

### OVERVIEW

Atira's **17 nonresidential programs** are specifically designed as a response to needs identified by women as gaps in services. This year Atira added a number of new non-residential programs including an outreach van to connect with homeless women in Surrey, Delta and Langley, a drop-in and safe using space for women in Surrey, pregnancy outreach support to women who are homeless, and we expanded and enhanced our legal advocacy program.

**Our programs are 100% designed from feedback provided by women and children and from our staff**, the vast majority of whom reflect and have similar lived expertise as the women we serve.

Atira believes that all women and children have the right to **live free of violence and abuse** and our non-residential programs contribute to a continuum of support to help ensure women's health and safety.

**7,165**  
WOMEN  
PARTICIPATED IN  
ACTIVITIES



**755**  
CHILDREN  
PARTICIPATED  
IN ACTIVITIES



**1,109**  
ACCOMPANIMENTS  
(EG. COURT, DOCTOR,  
FOOD BANK)



**14,835**  
HOURS OF  
DIRECT ONE-TO-  
ONE SUPPORT  
FOR WOMEN



**982**  
HOURS OF  
DIRECT ONE-TO-  
ONE SUPPORT  
FOR CHILDREN



**198**  
GROUPS AND/  
OR WORKSHOPS  
ORGANIZED



**7,505**  
MEALS  
PROVIDED  
(INC. COMMUNITY  
KITCHENS)



**2,560**  
WOMEN  
ACCESSED  
HOUSING  
OUTREACH



**1,308**  
WOMEN  
ACCESSED  
LEGAL  
ADVOCACY

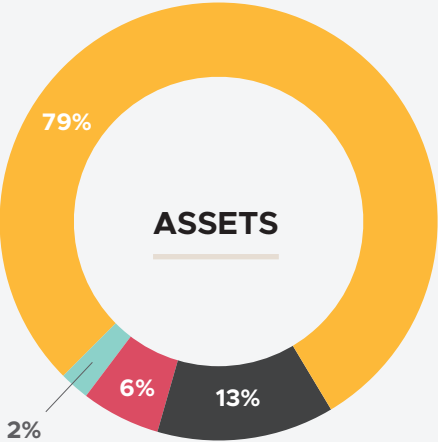
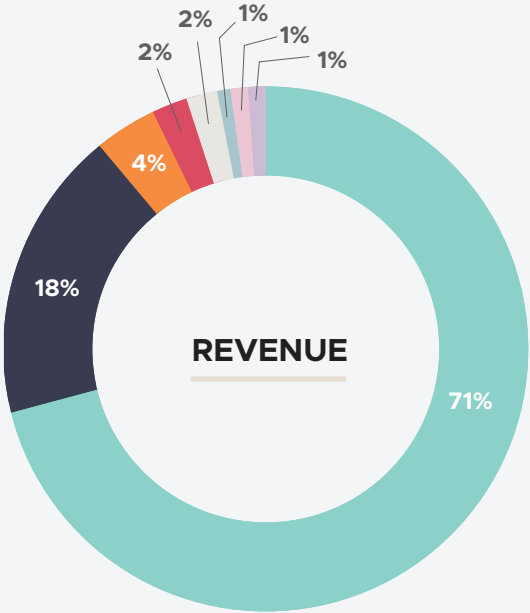




# 7 FINANCIAL OVERVIEW

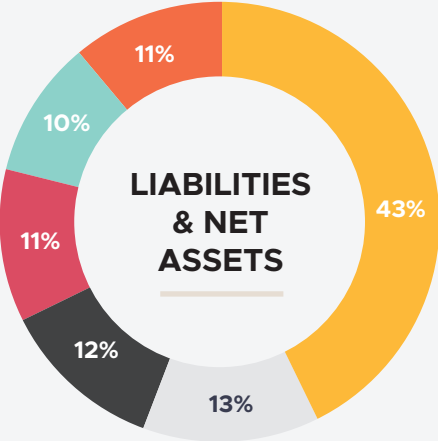
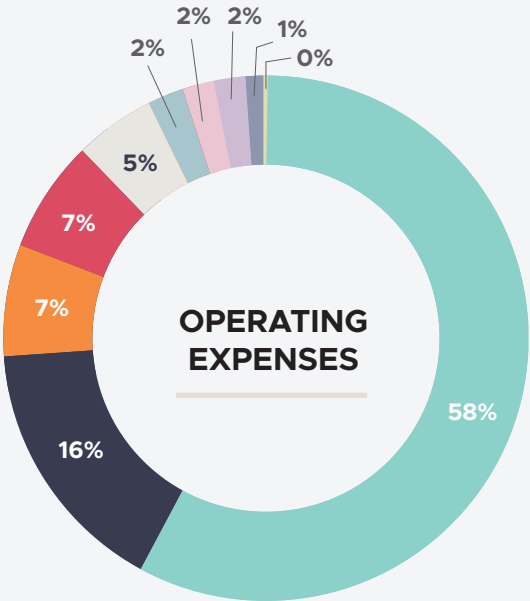
ATIRA WOMEN’S RESOURCE SOCIETY

BC Housing Management Commission	\$32,375,858
Rent	\$8,010,683
Provincial Funding	\$1,711,724
Lu'ma Native Housing Society	\$804,726
Donations & Grants	\$715,979
Vancouver & Fraser Health Authorities	\$658,264
Other Income	\$668,071
Federal Funding	\$574,275
<b>TOTAL REVENUE</b>	<b>\$45,519,580</b>



Capital Assets	\$37,534,680
Cash	\$6,419,969
Accounts Receivable	\$2,754,907
Restricted Cash & Deposits	\$655,956

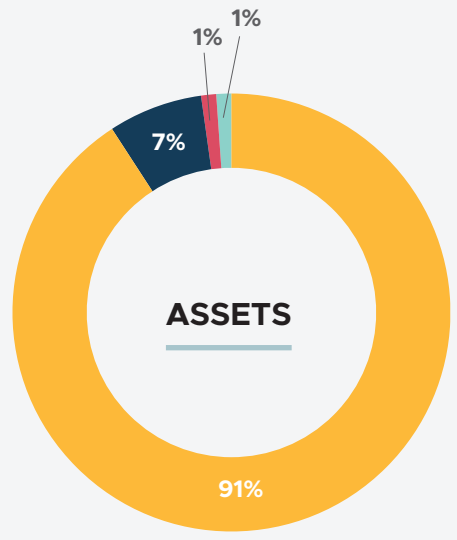
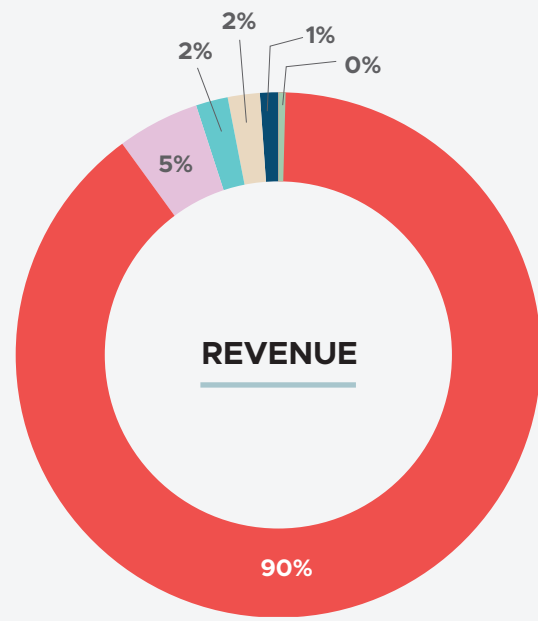
Wages & Benefits	\$25,718,276
Repairs & Maintenance/Restoration	\$6,955,805
Meals & Direct Client	\$3,067,848
Rent Expense	\$3,053,288
Utilities	\$2,120,257
Property Management Fees	\$1,148,161
Other Operating Expenses	\$975,206
Interest	\$706,807
Computer Services	\$331,123
Other Administration Expenses	\$185,143
<b>TOTAL OPERATING EXPENSES</b>	<b>\$44,259,888</b>



Long-term Debt	\$20,667,916
Forgivable Loans	\$6,280,690
Deferred Revenue	\$5,608,439
Deferred Contributions	\$5,026,455
Net Assets	\$4,923,379
AP & Accrued Liabilities	\$5,163,572

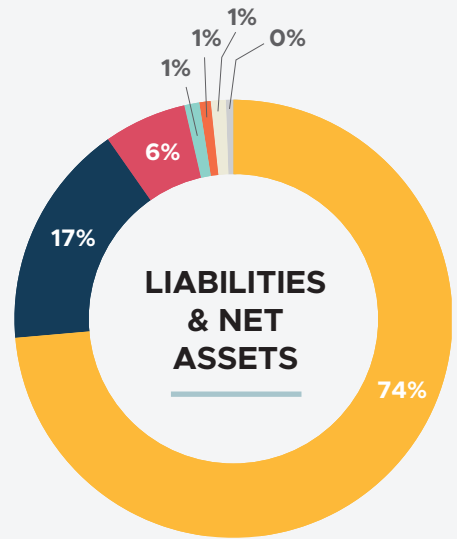
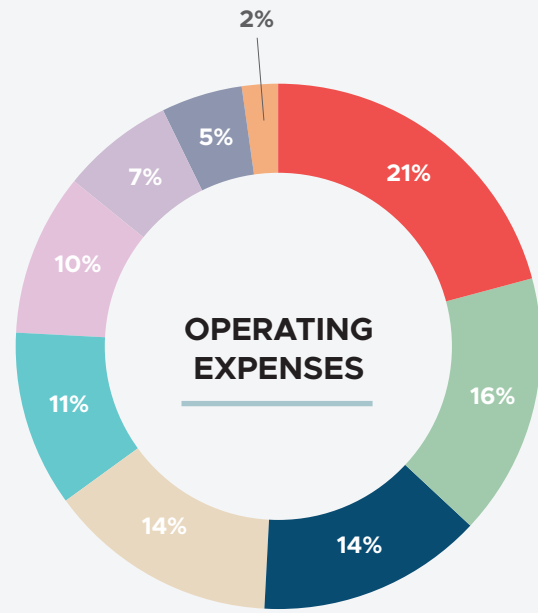
# 8 FINANCIAL OVERVIEW

Rental Income	\$3,318,597
Gain on Sale of Capital Assets	\$165,518
Amortization of Deferred Contributions related to Capital Assets	\$85,166
Other Income	\$69,728
Interest Income	\$26,053
Grants	\$10,037
<b>TOTAL REVENUE</b>	<b>\$3,675,099</b>



Capital Assets	\$21,210,986
Cash	\$1,702,656
Prepaid Expenses & Deposits	\$251,347
Accounts Receivable	\$199,488

Wages & Benefits	\$556,143
Interest on Long-Term Debt	\$422,873
Repairs & Maintenance	\$366,436
Amortization of Capital Assets	\$360,042
Property Taxes	\$287,833
Utilities	\$267,496
Other Operating Expense	\$164,763
Management Fees	\$131,807
Supplies, Furniture & Equipment	\$59,510
<b>TOTAL OPERATING EXPENSES</b>	<b>\$2,616,903</b>



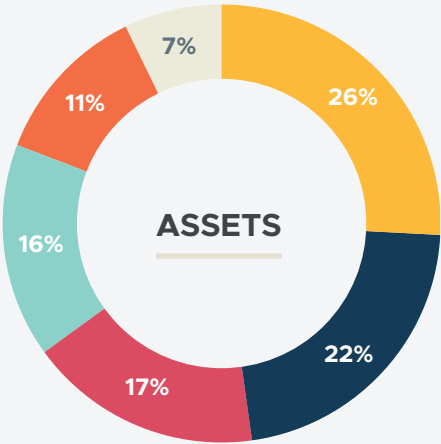
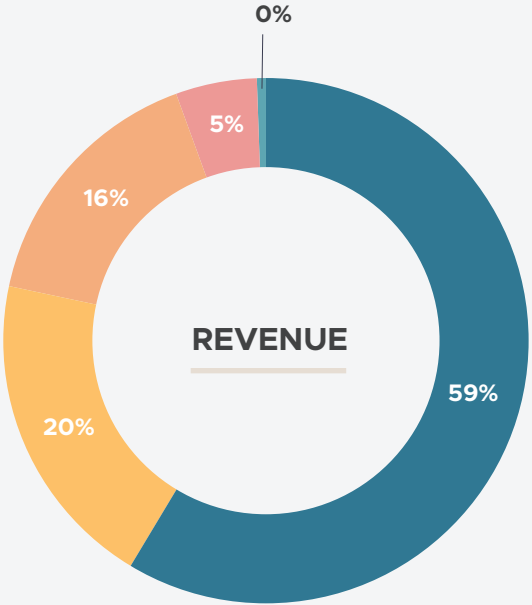
Mortgage Payable	\$17,214,333
Deferred Contributions	\$4,025,044
Net Assets	\$1,437,821
Current Portion of Mortgage Payable	\$254,572
Security Deposits	\$241,704
AP & Accrued Liabilities	\$118,940
Deferred Rental Income	\$60,321



# 9 FINANCIAL OVERVIEW

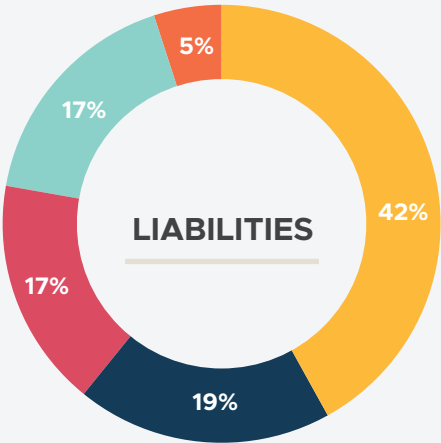
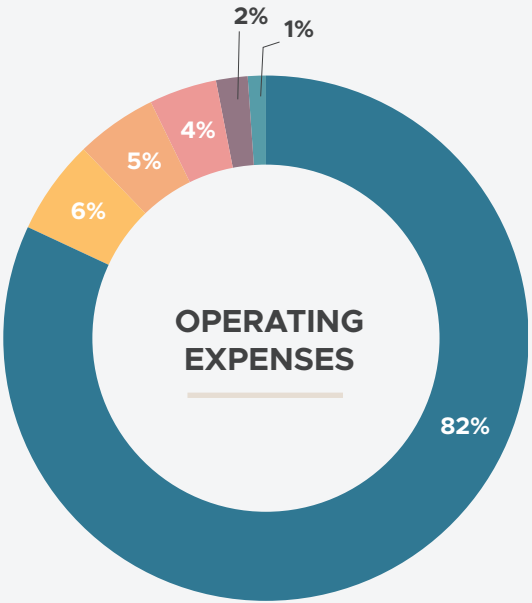
ATIRA PROPERTY MANAGEMENT INC

Management Fees – Non-Profit	\$1,546,498
Management Fees – Strata	\$527,143
Management Fees – Rental	\$424,544
Other Fees	\$121,526
Recoverable Disbursements	(\$8,505)
<b>TOTAL REVENUE</b>	<b>\$2,611,206</b>



Prepaid Expenses & Deposits	\$142,809
Due from Related Parties	\$122,069
Accounts Receivable	\$94,548
Intangible Assets	\$87,501
Cash	\$62,774
Property and Equipment	\$36,796

Wages & Benefits	\$2,117,027
Office and miscellaneous	\$145,652
Other Operating Expenses	\$134,387
Rent	\$104,974
Computer	\$60,834
Non-operations Expenses	\$34,473
<b>TOTAL OPERATING EXPENSES</b>	<b>\$2,597,347</b>



Accounts payable and accrued liabilities	\$162,140
Employee vacation accrual	\$368,040
Government remittances & taxes payable	\$149,510
Current portion of long-term debt	\$40,010
Long-term Debt	\$152,030

# 10 PROJECTS IN PROGRESS

01

## KWA SHANGAZI

Kwa Shangazi (Swahili for auntie's place) will provide 20 safe, affordable homes for 20 women and up to 15 children. The development permit application has been submitted and is currently under review by the City of Vancouver.

Construction Starts: **APRIL 2021**  
Occupancy Date: **DECEMBER 2021**  
Housing Applications: **SEPT 1, 2021**



03

## DEIRFIÚRACHA

Deirfiúracha (Irish for sisters) will provide 76 units of affordable, non-market housing for women and children on the western edge of Vancouver's Downtown Eastside. The development will include 67 studio units for single women and nine two-bedroom units. The development permit application has been submitted followed by a building permit application in October 2020.

Construction Starts: **MAY 2021**  
Occupancy Date: **MAY 2023**  
Housing Applications: **DECEMBER 2022**

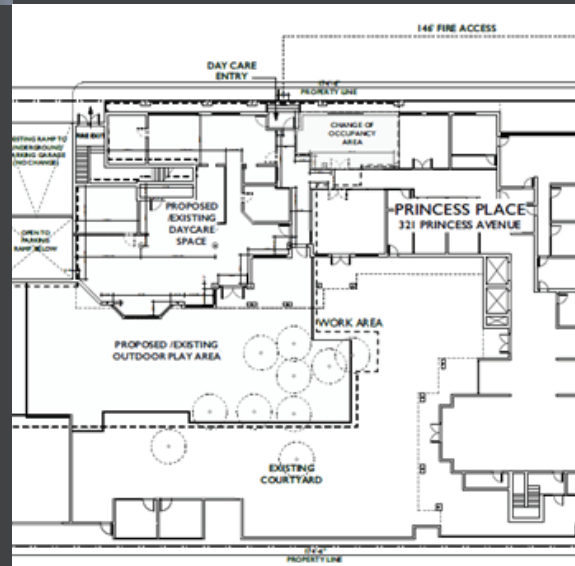


02

## THE ALEX

the alex will provide 83 units of affordable, non-market housing for women, children and for women-headed families. Priority will be given to women who currently live in the Port Coquitlam and Tri-Cities area and to women and children from the Kwikwetlem Nation.

Construction Starts: **AUGUST 2020**  
Occupancy Date: **MARCH 2022**  
Housing Applications: **OCTOBER 2021**



04

## SEKSÍK

Seksík will provide a 24-space licensed child care facility at 321 Princess Street. The centre will be divided into a group of eight toddlers between 18-36 months of age and 16 children between 30 months to school age. Priority will be given to children living in the neighborhood. Renovations have begun on site.

Opening Date: **JANUARY 2021**  
Applications: **NOVEMBER 1, 2020**





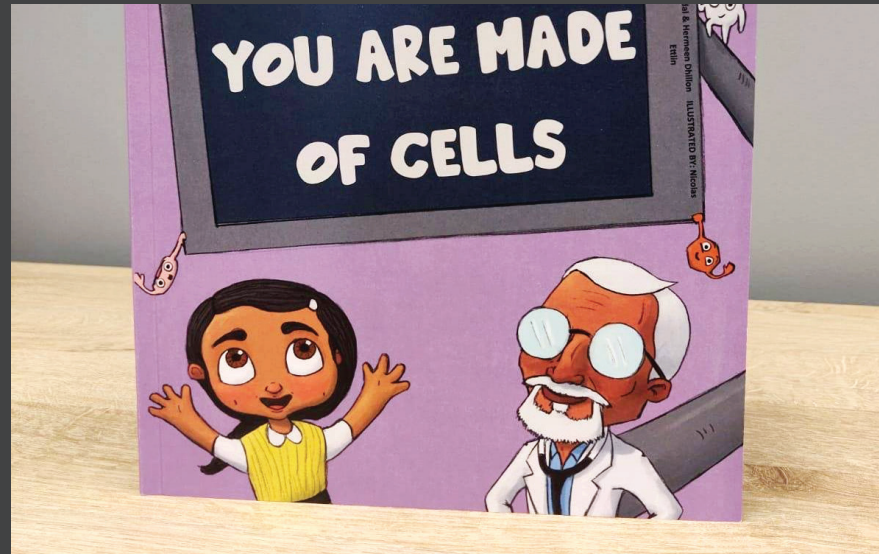
“THEY HAD ALL THE  
INFORMATION AND  
PROVIDED RESOURCES IN  
**MAKING CONNECTIONS** ...  
IN THE BEGINNING WHEN I  
WAS TRYING TO FIGURE OUT  
THE HOW, WHAT, WHERE TO  
DO THIS, ATIRA PROVIDED  
THAT **SAFETY NET**.

Beverly Kavanaugh, Program Resident



# 11 PROGRAM HIGHLIGHTS

It can be easy to forget about our long-term partners when focusing on what's shiny and new. Since 1987 Atira has partnered with the federal government (CMHC, ESDC, Health Canada) and the Province of B.C. (BC Housing, MCFD, PHSA, MPSSG) to deliver critical housing and related support programs to women and children fleeing violence. In more recent years our partners include the City of Vancouver, StreetoHome Foundation, Central City Foundation, Metro Vancouver, The City of Port Coquitlam, The City of Richmond and The City of Surrey. We are as grateful for their ongoing support as we are for our new partners, all of whom enrich our core programs.



## FRONTIER COLLEGE GROWING TOGETHER READING TENT AT SECOND-STAGE HOUSING

For the fifth consecutive summer Frontier College offered its Growing Together reading tent program at our Koomseh Second Stage Program in Surrey and for the first summer, at Maxxine Wright Second Stage. We had the privilege of watching kids develop their speaking, writing, listening and reading skills while becoming more integrated in their community and their school. The free books provided by Frontier College were a hit and one 11 year old grew her confidence so much that by end of summer she was reading to the other kids during snack and story time. Because a mom was able also to attend with her kids, she was able to work on and get help with her English homework.







Photo:  
Ben Nelms

## DEBORAH CAMPBELL DECISION/LEGAL ADVOCACY PROGRAM

Atira's staff lawyer and legal Advocate Amber Prince successfully represented Indigenous mother Deborah Campbell in a human rights complaint against the Vancouver Police Department. Campbell was awarded \$20,000 plus legal fees and the VPD were ordered to train their officers dealing with Indigenous people to do so without discrimination and to understand the "legacy of colonialism and ongoing distrust of the police." The BC Human Rights Tribunal also acknowledged the problematic nature of its own system of "justice" and dispute resolution. As Ms. Campbell's lawyers stated – and the Tribunal accepted – "...Ms. Campbell doesn't have the option to access an Indigenous justice system. Her only avenue for redress is to submit herself to this colonial process, a system that has been imposed on her that she did not consent to and that she should have no reason to trust ..."



## MAXXINE WRIGHT COMMUNITY HEALTH CENTER/CITY CARE MOBILE DENTAL VAN

We held our first mobile dental clinic at Maxxine Wright Community Health Centre – a weekend extravaganza that included dental health education, games for kids, and food. 32 women and children were seen the first weekend and dental staff addressed everything from fillings and root canals to significant dental repair that is ongoing. This is a new partnership that has been so successful it's continuing into 2020.



## HOUSING FOR WOMEN AND CHILDREN, NOT CARS

In January 2020, we launched our "Housing for Women and Children, not cars" campaign at our office at 101 East Cordova. After four years of lobbying the City of Vancouver to designate the site, which currently houses a seven-storey, above-ground parking lot, for housing for women and children, we decided to use our high-profile windows to send a message to the City. The campaign caught the attention of CTV and Vice News.



# 12

## COMMUNITY SUPPORT

As a non-for-profit organization Atira relies on the support of our generous donors to enhance and provide invaluable services to the women and children we serve. This year, with the support of our community, we were able to provide meals, food hampers, feminine hygiene products, toiletries, school supplies, birthday gifts, blankets, towels, home start-up kits and a holiday gift to every woman and child who accessed our programs over the holiday season (more than 2,500 gifts were distributed!). We were also able to add new programs including SisterSquare, the In-Between Spaces project and the Pan-Canadian Voice for Women's Housing, to name a few.

We acknowledge and honour our wide range of donors including individuals, community foundations, corporate foundations, school drives, parents' groups, dinner-party fundraisers, children with lemonade stands and many, many more. On behalf of our residents and program participants, our Board of Directors and our staff, we sincerely thank each and every one of you.

**In 2019/2020 Atira received more than \$443,000 in cash donations and \$105,700 in in-kind goods.**

Again, thank you to our amazing community who continue to support Atira's work and mission to end all forms of gendered violence. We are humbled by your generosity and grateful for your continued support.



THANK YOU!





# 13 NEXT STEPS

To maximize Atira's potential for achieving its mission, Atira is currently creating a Strategic Plan (2021-2025) that will lead Atira towards accomplishing its long-term goals and objectives.

According to a robust participatory strategic planning process, there are several steps that have been taken. First of all, Atira's Herstory and major accomplishments made over the past 30 years are detailed in the graphic on the following page. Secondly, face-to-face interviews have been conducted with Executive Directors, Directors and administrative staff and a survey has been established in order to investigate the views of front-line workers. Additionally, focus group meetings have been formed with front-line staff. Thirdly, a SWOT analysis as a descriptive and analytical approach has been developed for environmental scanning to identify internal strengths and weaknesses, as well as external opportunities and threats. It was based on thoughts from all employees and thorough research in relevant fields. Additionally, several strategies and actions have been developed to address identified strategic priorities, which show how and where Atira will be primarily focusing its resources and energy over the next five years. This step is still in progress to be reviewed and approved. Lastly, but critically important, we are working on creative ways to engage the women and children who access our services, as well as other key external stakeholders.

After reviewing priorities, strategies and actions for future developments, the Strategic Plan 2021-2025 is estimated to be completed in the first quarter of 2021.

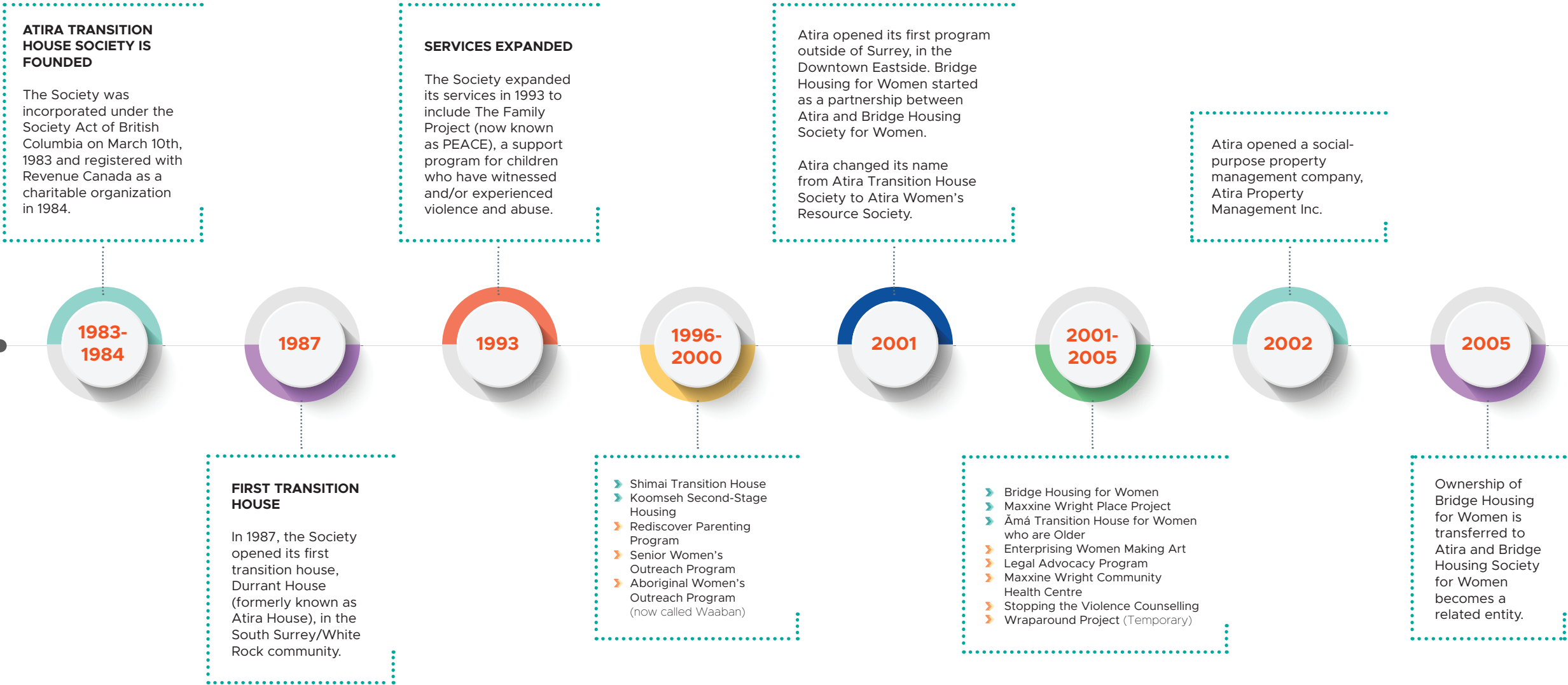


**"I HAVE BEEN **SAFE, RESPECTED** AND  
ENDLESS HELP IS ALWAYS AVAILABLE.  
THIS PROGRAM FEELS CONFIDENTIAL  
AND IT FEELS LIKE I AM **WITH FAMILY**.  
WITH MY ISSUES, THE TEAM HAS BEEN  
GREATLY UNDERSTANDING AND IT IS  
GREATLY APPRECIATED."**

Shelly Russell, Florence Pierce Resident

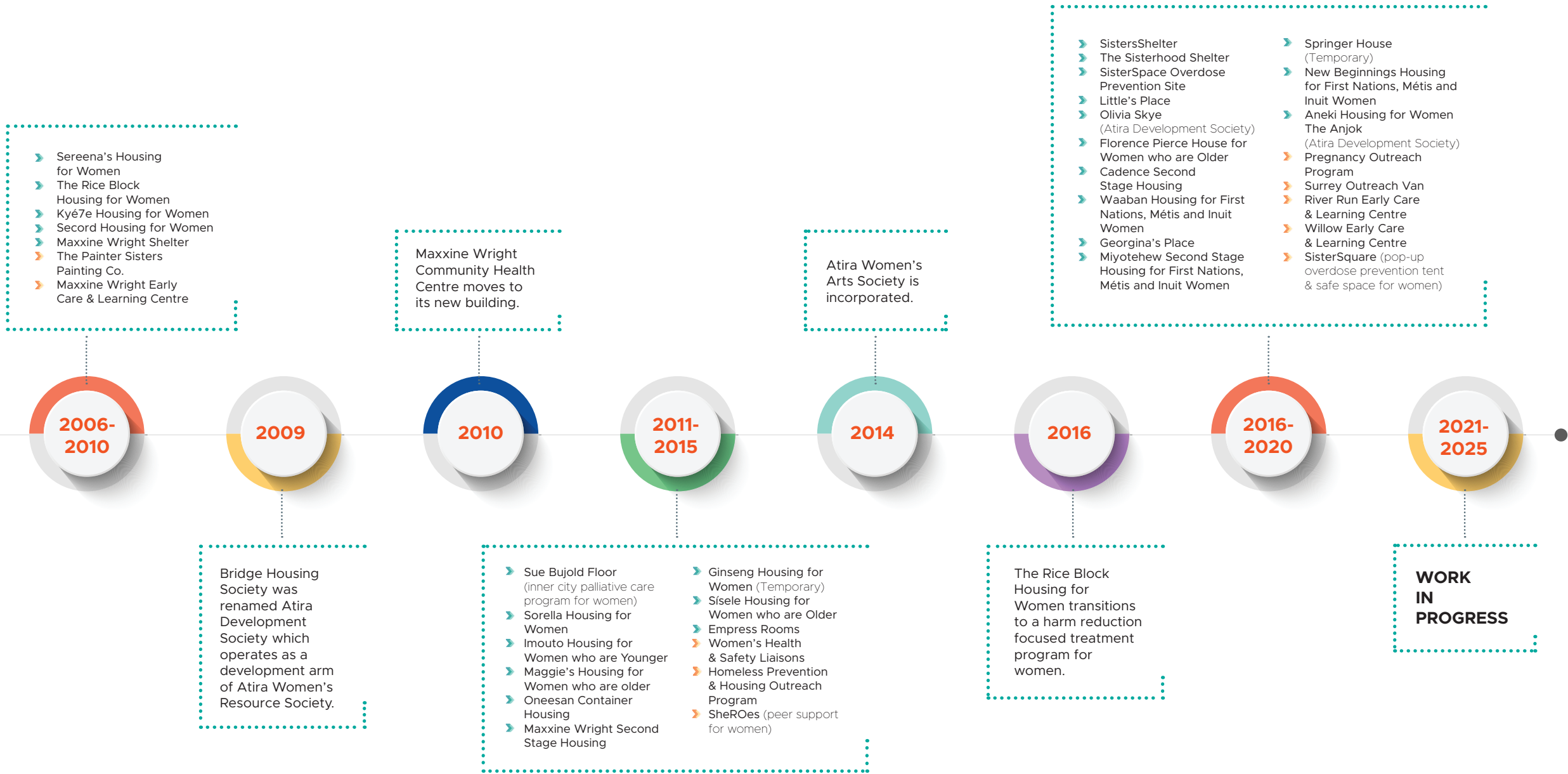
# SUMMARY OF ATIRA'S HERSTORY AND ACCOMPLISHMENTS

➤ Residential Program   ➤ Non-Residential Program





Atira Women's Resource Society is dedicated to supporting women and children affected by violence by offering safe and supportive housing and by delivering education and advocacy aimed at ending all forms of gendered violence.







# THANK YOU

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