

Annual Report

2025 / 2026

CONSISTENCY AS CARE:

How Reliable Support and Advocacy Create Lasting Change



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Our Mission

We are a feminist, anti-oppressive, decolonizing Sexual Violence Support Centre operating on unceded Coast Salish Territories.

We provide support services to survivors of sexualized violence with shared experiences of gender oppression: women, Two-Spirit, trans, non-binary, and gender diverse people. We advocate for social and systemic change through education, outreach and activism.

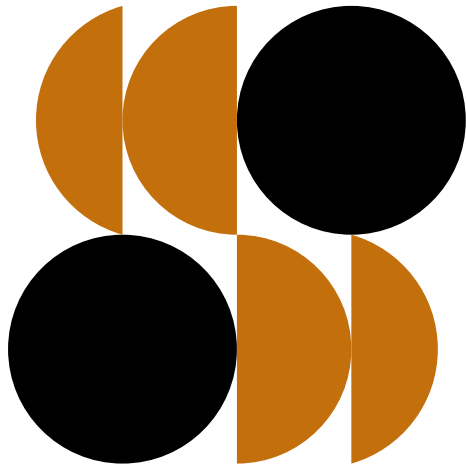
Our Vision

A Future Free From Sexualized Violence.

We work to build a better future by offering support services to survivors of sexual assault and by advocating for a greater understanding of the root causes of violence.

Our Values

- We are **intersectional feminists** who acknowledge and name systems of oppression and the impact of colonialism on Indigenous and other marginalized communities.
- We are **non-judgemental**. We create spaces for survivors to define their needs without judgement.
- We are **visionary**. We are leaders at the forefront of service provision and social change.
- We are **survivor-centered**. We honour that survivors are experts of their experiences and have the right to choose their own paths to healing and justice.
- We are **accountable**. We respond to calls for action from the communities we serve and recognize our opportunities for growth.
- We are **inclusive**. We honour and center different ways of being and knowing.



Message From Leadership

There are years when sexual violence is treated as a collection of isolated stories. This was a year when the pattern was increasingly difficult to ignore.

Survivors watched the Hockey Canada trial unfold. They watched the Sean Combs trial and the continued public reckoning around Jeffrey Epstein. Andrea Skinner's disclosure prompted renewed conversations about what happens when abuse is known, minimized, or buried privately for years. New technologies made old forms of violence easier to perpetrate through deepfakes, AI-generated sexualized images, covert recording, and other forms of technology-facilitated violence. Reporting exposed online spaces described as "rape academies," where sexual violence was not only normalized but actively taught and celebrated. At the same time, trans communities continued to face escalating political attacks, including provincial policy changes in Alberta and Saskatchewan that further constrained the bodily autonomy of trans youth.

None of this sits outside Salal.

It enters our counselling rooms. It comes through the Crisis Line late at night. It

shapes whether survivors believe reporting to police will be worth the harm it may cause. It appears in the questions people bring to workshops and in the exhaustion carried by staff. It shapes the conditions in which survivors are trying to heal.

And it reminds us of something essential: **we can build radical spaces for survivors, but we cannot pretend those spaces sit outside the culture that makes them necessary.**

Our response this year was not to amplify or attend to every headline. It was to become clearer about what we are here to hold.

We completed Salal's new five-year Strategic Plan, grounded in an extensive environmental scan and the voices of survivors, staff, volunteers, donors and community partners. Those voices affirmed what we know and also challenged us: remain survivor-led; deepen our anti-oppressive practice; strengthen sustainability; deepen access; take a stronger role in advocacy and systems change; deepen partnerships; and continue innovating without losing the human relationships at the centre of this work.

Our resulting plan gives us three clear directions: **use our voice to deepen community-led change; secure and sustain the resources required for survivor-centred and society-shifting work; and evolve our services through survivor and community wisdom.** It explicitly asks us to keep sexual violence on the social justice agenda, activate our Healing Hub as a community asset, strengthen cross-sector and academic partnerships, diversify our funding ecosystem, and evaluate our work based on what survivors tell us matters.

This plan is our north star for the next five years. But much of it is already alive.

Our dedicated police reporting room became operational this year through our partnership with the Vancouver Police Department. Survivors who choose to report can now do so in a space created for them rather than travelling to a police station and fitting themselves into a system designed for another purpose.

Construction also began on our Integrated Sexual Assault Clinic; the next stage of a dream we have carried

for years: post-assault medical care within a community-based curated space built around dignity, gender and cultural affirmation, choice, and wraparound support.

And our Healing Hub is increasingly becoming what we hoped it would be: not simply Salal's office, but a community asset. Partners are using the space for programming and gathering, creating new possibilities for warm referrals, collaboration and shared care.

We also began planning for what FIFA 2026 will mean for our communities; built a new relationship with UBC's Counselling Psychology Department; welcomed new investment from the Face the World Foundation to establish a Family and Loved Ones Support Circle; and secured support from the Law Foundation to deepen our work with survivors who want pathways to accountability outside the criminal legal system.

Being steady also means refusing to disappear from systems that are slow to change.



Leadership and Women And Gender Equity Minister Valdez

We can build radical spaces for survivors, but we cannot pretend those spaces sit outside the culture that makes them necessary.

Alongside our partners at the Indian Residential School Survivors Society, we organized to protect provincial crisis-line funding and spoke directly with Members of Parliament whose constituents rely on these services. We contributed to sector research examining the wellness of anti-violence workers and the ways frontline workers are too often placed "on the back burner." We participated in the advisory process connected to Dr. Kim Stanton's systemic review of British Columbia's legal system and in the National Ombudsperson's special investigation into survivors' experiences of the criminal justice system. Salal's own community engagement has repeatedly called for this kind of work.

Providing services while pushing for systems change is what steadiness looks like to us.

It is the Crisis Line answering when the world is asleep. It is a counsellor holding the same support circle next week. It is a Victim Services worker returning to court after another adjournment. It is staying in relationship with a funder, community partner or institution long enough to move from conversation to change. It is continuing to say that survivors deserve better even after the news cycle moves on.

Meaningful change that shifts society for survivors does not happen because of one person.

To Salal's staff, who continually bring extraordinary thoughtfulness, politics, humour and care to difficult work; to our volunteers, who make round-the-clock support possible; to our Board, who steward this organization through both opportunity and uncertainty; to the communities, funders and donors who choose to invest in this work; and most importantly to survivors who continue to trust us with parts of their lives after sexual violence: thank you.

The trust from our community is something we never want to take for granted.



Salal's Board of Directors.

Our North Star

SALAL'S 2025-2030 STRATEGIC PLAN

Our new Strategic Plan did not begin with the question, What does Salal want to do next?

Our roadmap for the journey ahead began by listening to our community.

Survivors, staff, volunteers, donors and community partners were invited to reflect on Salal's strengths, tensions and possibilities. The Environmental Scan and Community Voices process affirmed Salal's survivor-centred approach and its role as a bridge between grassroots activism and institutional advocacy. It also called for deeper sustainability, stronger systems advocacy, greater access for marginalized survivors, stronger partnerships and meaningful evaluation.

One community partner put it simply:

"You're the only sexual assault centre I know of that actually listens to survivors and changes based on feedback."

Our five-year plan translates that responsibility into three commitments:

1. Use Our Voice

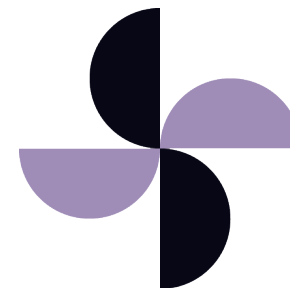
Deepen community-led change to end sexual violence through activism, partnerships, grassroots survivor leadership, cross-sector alliances, research and the use of our Healing Hub as a community asset.

2. Secure and Sustain

Build the resources required for survivor-centred and society-shifting work through diversified funding, long-term donor relationships, major and legacy giving, and adaptive infrastructure.

3. Evolve Through Survivor and Community Wisdom

Use survivor insight, data, evaluation and reflection to continually evolve programs, deepen accountability, and integrate sexual and reproductive justice throughout our work.



The plan does not ask Salal to become something entirely new. It asks us to become more intentional about what has always mattered: relationships, survivor leadership, sustainability and the belief that direct support and systems change belong together.



Counselling Program

One of the clearest things we witnessed this year was not simply the impact of trauma, but the impact of **isolation after trauma**.

The social landscape was heavy. Survivors were repeatedly confronted with sexual violence in courtrooms, news feeds and public debate while also carrying the private aftermath of their own experiences. Again and again, we heard a desire not only for counselling, but for connection; to be around people who understood without needing every part of the experience explained. That desire shaped the way our Counselling Program thought about consistency this year.

Our weekly Support Circles became more than a listing of groups. Through a reliable cadence and an accessible sign up, familiar and curated space with familiar values, a community slowly formed. Survivors showed up week after week. People noticed when someone was absent. Participants offered insight, humour and care to one another. Some came needing support and some came offering food, and over time, found that they were also able to become a source of support for someone else.

Our circles are not simply programming survivors attend. It is a place they know they can return to.

That distinction matters. Sexual violence can fracture trust in ourselves, other people and the world around us. Healing rarely happens on a service-delivery schedule. Survivors may move closer to support and then away from it. They may need individual counselling at one point, community at another, or an online option when leaving home feels impossible. By continuing to offer both in-person and virtual services, Salal has been able to hold different entry points into care rather than requiring survivors to heal in one prescribed way.

The numbers help us understand the scale of that care, but they become more meaningful when we ask what they represent. During 2025–2026, the counselling team had **1,516 scheduled individual counselling sessions**. Beyond those appointments were **2,501 additional brief contacts**; calls, emails, group connections, outreach and other moments under 20 minutes that do not usually appear in a counselling-session count. The team also recorded **168.75 hours facilitating groups** and another **220 hours preparing, coordinating and intentionally planning those spaces**.

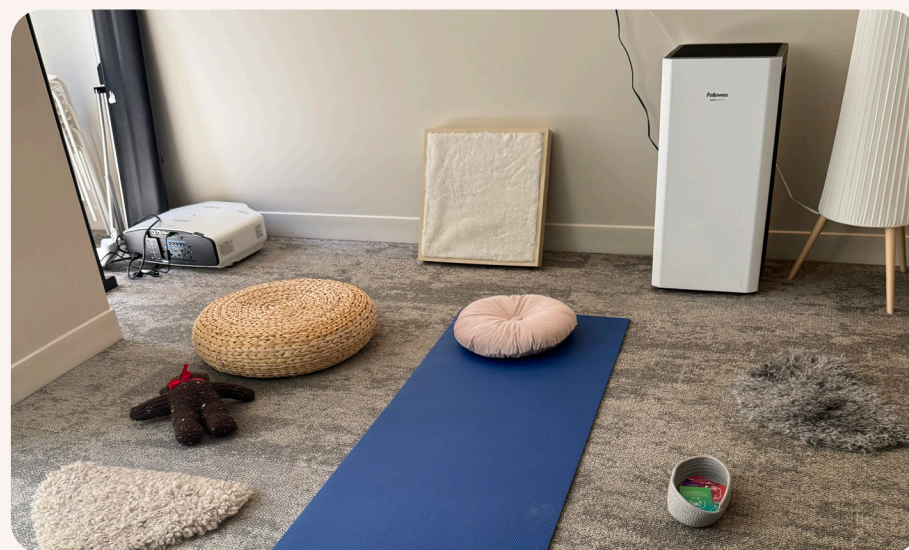
Behind each visible hour was a much larger architecture of care.

More than **2,100 hours** were recorded in team meetings, clinical and management supervision, colleague consultation, professional development, Salal-wide connection, session preparation and note-taking, and program development. These are not administrative leftovers. They are part of how a counsellor remains grounded enough to meet the next survivor with attention and care. They are how teams think together about risk and complexity, reflect on power, repair mistakes, share knowledge and resist the isolation that can also affect workers doing anti-violence work.

Our data also asks us to remain honest. Access is not yet what we want it to be. In the annual roll-up, 38 recorded waits for service were longer than one year.² Consistency as care cannot mean only celebrating the people we were able to support; it must also mean paying attention to where survivors are still waiting and asking what needs to change.

This question informs the future of the program.

*Top: Completed wreath from
Survivor Solstice Event
Bottom: A quiet space to
step into when things are
feeling too much*





With support from Vancouver Foundation, we began a new partnership with UBC's Counselling Psychology Department to explore the evolution of community-rooted, by-and-for counselling services. Our central inquiry is: **What promising practices, frameworks, and conditions could support survivor-centered healing from sexual violence in ways that reflect today's social realities and move beyond current clinical models?** We are also asking: **Is healing from systemic violence best supported through individual therapeutic settings – or are there more collective, culturally-rooted, or community-based approaches that should be centered instead?**

Survivors also participated in the Environmental Scan that helped shape Salal's new Strategic Plan. This creates an important circle of accountability: survivors are not only accessing counselling at Salal; their experiences and wisdom are helping shape what counselling, and Salal itself, becomes next.

Our strategic plan commits us to evolving services through survivor and community wisdom and to using data and meaningful evaluation to strengthen our response. For the Counselling Program, that means continuing to ask a deceptively simple question:

What would it take for survivors to know there will always be somewhere to return?



Take home care package from Survivor Solstice Event.

The circle is not simply a program survivors attend. It is a place they know they can return to.



Indigenous Programming for Community

For Salal's Indigenous Program, consistency means being accountable to relationships; to survivors, families, Elders, Knowledge Keepers and community. This year, that meant showing up not only when someone needed a service, but through ceremony, remembrance, cultural learning, advocacy and community presence.

Jingle dress dancers at Mother's Day Pow Wow



One of the clearest expressions of this was the **Water Ceremony** hosted with Sharon Brass and Glida Morgan. In the weeks before the ceremony, we held a series of teaching circles where survivors learned the protocols and prepared to participate as helpers. The preparation mattered as much as the ceremony itself: knowledge was shared through relationship, survivors were invited into responsibility and participation, and ceremony was held with community rather than delivered as programming. As one Elder reflected during our Environmental Scan, "**Healing is not just about services—it's about**

relationships, spirit, and feeling seen." That same commitment carried us into community throughout the year. Salal sat on the organizing committee for the **Women's Memorial March** and marched alongside community; hosted **Red Dress Day on May 5**; sponsored the **Two-Spirit Special at the Mother's Day Pow Wow**; participated in the **National Indigenous Peoples Day Block Party**; and on October 4 hosted a vigil with community partners for the **National Day of Action for Missing and Murdered Indigenous Women, Girls, Two-Spirit and gender-diverse people.**



These are not simply events on a calendar. They are part of tending relationships over time, with families who trust us to stand beside them in grief and remembrance, with survivors reconnecting to teachings and ceremony, and with Elders, Knowledge Keepers and community organizations whose wisdom shapes how this work unfolds.

Those relationships also influence how we move with systems. Indigenous survivors continue to encounter barriers in healthcare, justice, safety and access to culturally relevant care. Our role is to walk alongside survivors navigating those systems while

also challenging the idea that professional or institutional expertise should sit above lived and community knowledge. One Elder captured this directly: **“We need circles, not hierarchies. The experts and the people with lived experience must sit together as equals.”**

Colonial violence, systemic racism, gender-based violence and chronic underfunding continue to shape what Indigenous survivors and communities experience. We cannot repair those conditions through one program. What we can do is keep returning: listen, follow through, honour community knowledge, make room for ceremony, stand beside families, and speak when systems need to change.

For the Indigenous Program, **relationship is not simply how the work happens. Relationship is part of the impact.** And perhaps an Elder who participated in our Environmental Scan said it best:

Dream big, but don’t dream alone. We heal together.



*Top: Room set up at the Water Ceremony.
Bottom: Medicine, bangles and blankets for Water Ceremony.*



Victim Services Program

The criminal legal system asks survivors to tolerate a remarkable amount of uncertainty.

There are interviews and applications, emails and calls, delays and adjournments. There may be months when nothing appears to happen and days when survivors are suddenly expected to tell intimate parts of their lives to people they have never met. And after all of that, there is no guarantee the outcome will resemble justice.

This year, our Victim Services team saw growing reluctance among survivors to engage with police and legal systems. For many survivors, particularly those whose identities shape how credibility, safety and belonging are assigned within those institutions, the question is not simply *Do I want to report?* It is also *what will this system ask of me, and what might it cost?*

Against that uncertainty, our role is remarkably simple: **stay steady.**

One survivor supported this year was an older woman referred to Salal through police. Our team remained alongside her through reporting, Crown interviews, counselling referrals, a CVAP application, trial postponements and ultimately two days in court. Much of the process she had chosen not to share with friends or family. Salal did not control whether the trial would happen, how long it would take or what the legal outcome would be. What we could offer was continuity: someone who knew her story, understood the next step, and did not require her to begin again each time the system changed course. This is where impact can be difficult to capture in a number.

Sometimes impact is a survivor being able to slow a decision down long enough to know it is theirs. Sometimes it is a worker contacting Crown counsel so a survivor does not have to. Sometimes it is a letter, a CVAP application, a court accompaniment or a quiet check-in after months without contact. Sometimes it is knowing there is one person in the process who will continue believing you regardless of the verdict.

Our Environmental Scan in the lead up to our strategic plan captured this impact in a survivor's own words:

"Salal has been instrumental in helping me navigate the justice system and connecting me to the resources I needed to be functional again in life."

This year also marked an important systems shift: Salal's dedicated police reporting room became available to survivors choosing to report to the Vancouver Police Department. The room does not make policing trauma-informed by itself. What it does is alter the conditions of an interaction that has historically required survivors to enter police spaces. It creates another option, one in which the physical environment and support around the survivor were designed with survivors in mind.

We continue to hold a necessary tension in this work. We advocate inside systems while also questioning their limits. We support survivors who want criminal legal processes while building and advocating for alternatives for survivors who do not. Our new Strategic Plan explicitly commits Salal to listening to survivor wisdom and strengthening systems change; our Law Foundation-supported work will help us continue exploring meaningful accountability with and for survivors outside the criminal legal system.

We cannot promise survivors a particular legal outcome, yet, we can offer something the system too often cannot: **consistency, clear communication, belief and a relationship that does not depend on the outcome of the case.**

**We cannot promise a just outcome from a system we do not control.
We can promise that survivors will not have to navigate it alone.**



**When everything
else is closed, the
line is still open.**

Crisis Line

A crisis does not wait for business hours.

Some survivors call immediately after violence. Others call years later. Some reach us late at night when the world has gone quiet and the memories have not. Some call after a news story, a verdict or a public conversation has brought something back into the room. Others are not yet sure whether what happened to them “counts” and need a place where they can ask the question anonymously, without pressure to identify themselves, report or take a particular next step.

This year made visible just how closely those calls are connected to the world around us.

Our Crisis Line team saw shifts in call volume and themes alongside highly publicized legal and political events connected to gender-based violence. In July alone, the line received 659 calls and interactions; on one particularly high-volume day, 31 people reached out for support.

The line’s reach also changed dramatically after Salal was added to Google’s Find a Helpline platform in April 2025. Staff report that visibility through the platform had nearly doubled caller volume and brought increasingly complex support needs from British Columbia, elsewhere in Canada and beyond. What those calls tell us matters.

Survivors are increasingly navigating technology-facilitated gender-based violence: non-consensual distribution of images, stalking and tracking, covert recording, deepfakes and other forms of harm that move easily between online and offline spaces. The platform changes, but the underlying dynamics of power, control, sexual entitlement and violence are painfully familiar.

The Crisis Line must therefore do two things at once: evolve quickly enough to respond to new forms of harm and remain steady enough that survivors continue to receive trauma-informed care and support at all times of the day.

The voice on the other end may change, but the foundation does not. Survivors can expect to be believed. They can expect their choices to be respected. They can ask for emotional support, information, safety planning or referrals without pressure to make a decision they are not ready to make.

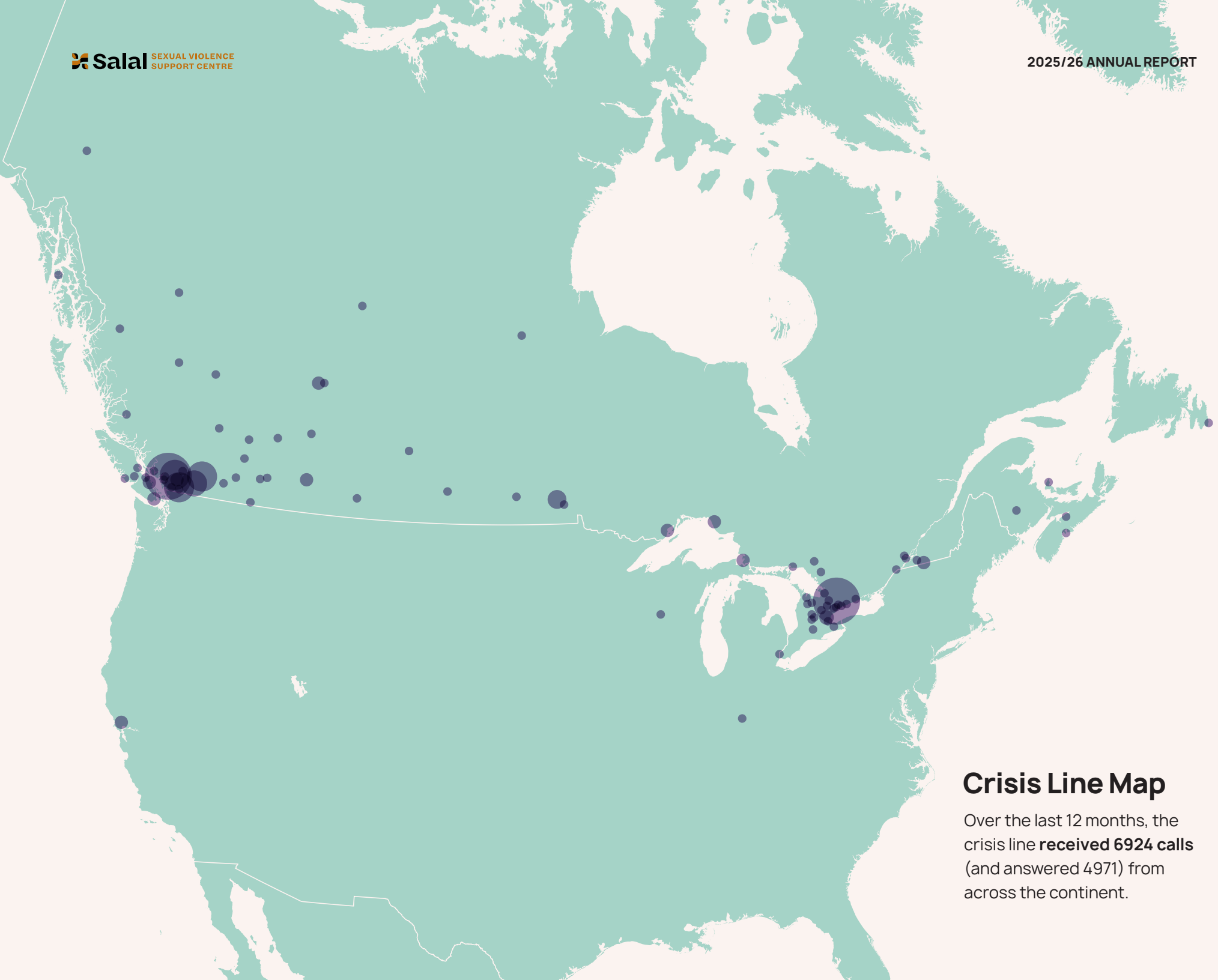
This consistency of care provision has been built through ongoing training, resource-sharing, supervision, debriefing and workers learning from one another when calls are difficult. It is made stronger by continually updating our understanding of the forms of violence people are experiencing while holding onto the values that have shaped this line for more than four decades.

The Crisis Line is also often a first step rather than a final destination. Survivors can call anonymously, gather information and return later. Some eventually connect with counselling, Victim Services or another community organization. Others may never contact Salal again. Both forms of support matter. The line creates a bridge without demanding that a survivor cross it before they are ready.

This year, the future of crisis-line funding became part of the work itself. Alongside the Indian Residential School Survivors Society,

Salal advocated to protect funding for crisis lines across Canada and spoke with elected representatives about what is at stake for survivors when crisis supports disappear.

We know that reliability is not inevitable. A 24-hour service can easily become invisible precisely because people expect it always to be there. It is something communities choose to resource, workers choose to sustain, and organizations must continually fight to protect.



Crisis Line Map

Over the last 12 months, the crisis line **received 6924 calls** (and answered 4971) from across the continent.

Hospital Accompaniment

In the immediate aftermath of sexual assault, survivors can be asked to make consequential decisions while they are still in shock, exhausted, afraid or unsure what they remember.

Do I want medical care? A forensic examination? Medication? Do I want police involved? Can I change my mind? Who will know? What happens next?

Hospital accompaniment exists so those questions do not have to be navigated alone.

Through Salal's longstanding partnership with BC Women's Hospital Sexual Assault Service, support workers are available to respond to the hospital within 30 minutes, **24 hours a day, 365 days a year**. They provide emotional support, information about medical and legal options, advocacy, referrals and follow-up care.

During a hospital accompaniment, the biggest impact often comes from actions that may seem small.

These moments can look like a worker explaining hospital processes before they

happen, and checking in with a survivor about consent at every step of the process. It can also look like finding a blanket when they notice a survivor offering food or water when they need it, and sitting through uncomfortable silences knowing they are not alone. We remind survivors that an exam can pause, that a decision can change, that their body belongs to them.

Our team accompanies people across age, identity and circumstance, including survivors facing housing insecurity, poverty, discrimination, previous harm within health or justice systems, drug-facilitated sexual assault and gaps in memory. The work is practical, but its deeper impact is relational: survivors frequently tell us that having someone beside them changes the way they experience what comes after violence.

The broader social climate has made this work more complicated. When survivors watch institutions publicly disbelieve, scrutinize or fail other survivors, it understandably shapes their willingness to enter medical, policing

and legal systems themselves. Our staff have witnessed that fear and reluctance.

One survivor participating in Salal's Environmental Scan named both sides of the work plainly:

"Hospital accompaniment and moving the political conversation forward are so important."

Throughout the year, Salal worked with BC Women's Hospital and community partners toward the final steps of making the Integrated Sexual Assault Clinic a reality. Hospital accompaniment remains essential; the clinic does not replace it. Instead, it creates another pathway for survivors who may not feel safe or comfortable accessing hospital-based post-assault care.

The clinic brings what we have learned through decades of accompaniment into a new setting: post-assault care in a private, community-based curated space grounded in dignity, informed choice, cultural and gender affirmation, and wraparound support.

Sometimes impact is a warm blanket, an explanation before the next step, and someone who stays.



Social Change Program

Salal's tagline contains two promises:
Support Survivors. Shift Society.

These are not separate commitments. The first asks us to be there after sexual violence has happened: to answer the phone, offer counselling, sit beside someone at the hospital, walk with them through systems, and create places where healing and community are possible.

The second asks us to center survivors' experiences and act on it beyond our walls. To change the conditions and systems that allow sexual violence to continue, which make all of those services necessary in the first place. Our role is to listen closely enough to recognize the pattern, and then move that knowledge outward and upwards.

That is the work of Social Change. Every day across Salal, survivors teach us something about the world around them and the conditions they are facing; a lack of options for accountability outside of the criminal legal system, concerns about gender affirming health care, ongoing patterns of concerns accessing police institutions, a seeming lack of accountability for those that cause harm. These patterns emerge across our programming, and while those

experiences are individual; they do not happen in isolation.

Recognizing a pattern is only the beginning, what we do next can take on many forms. Through education, actionable advocacy, and showing up in coalition with communities already leading change - this is what it means to change conditions and help create a new approach to enacting social change. This year, sexual violence remained visible in public life: through high-profile trials and disclosures, deepfakes and AI-generated sexualized violence, online communities normalizing sexual harm, attacks on trans people and bodily autonomy, and public institutions continuing to demonstrate how difficult justice can be for survivors. Rape culture tries to convince us that sexual harm is inevitable, something that seems to be echoed in the current political climate. But our position in social change is to challenge that normalization of sexual violence by dismantling rape culture at its core. Our work focuses on connecting individual acts of violence to greater systems of power and inequality (including gender oppression, colonialism, racism, transphobia, ableism, economic inequality, and sex worker oppression). When people begin to see those connections, the possibilities for change become endless.

Creating places to think differently

Education and outreach are two of the ways that we shift society. This year, more than **600 people** participated in Salal workshops, trainings and collaborative learning spaces exploring rape culture, power and control, consent, prevention and systemic inequality.

One participant told us:

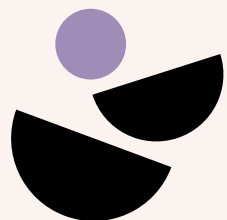
“When they said the personal is political, it hit me. This work affects my relationships with my friends and this workshop put a new perspective on my life.”

This is one place where social change begins. What someone learns in one room can move through relationships, families, workplaces, schools and communities. One workshop may not dismantle rape culture at a systemic level, but it gives an individual the tools to recognize power differently. A teacher may respond differently when a student discloses or a friend may believe someone sooner. Someone may interrupt a harmful joke instead of letting it pass. A person's awareness to what rape culture looks like in the everyday can impact the ways that they begin to challenge it. When it comes to outreach, our community work carries into the spaces

that people gather and makes sexual violence discussable in places where it has often been kept invisible. We table, march, consult, participate in community gatherings and stand alongside communities experiencing violence and political hostility. This involvement makes Salal recognizable in the community so that when support is needed people know there is support that they can trust—**moving what survivors teach us into systems.**

Shifting society also requires us to stay in relationship with institutions long enough to influence and challenge them.

This year Salal continued participating in systemic advocacy informed by what survivors tell us. We contributed to the advisory process surrounding Dr. Kim Stanton's review of British Columbia's legal system and to the National Ombudsperson's investigation of survivor experiences in the criminal justice system. We joined community advocacy challenging responses to gender-based violence that create further harm for marginalized communities and supported calls for gender-based violence to be declared a Provincial epidemic.



Supporting survivors responds to the harm. Shifting society asks us to change the conditions that allowed the harm to happen.

Our Environmental Scan in the lead up to our strategic plan affirmed that people see this as an important role for Salal. Community members described the organization as a bridge between grassroots activism and institutional advocacy and called for Salal to deepen its role in shaping policy and systemic reform.

One community partner told us:

“Salal should have a stronger role in shaping policy. We need survivor voices in political spaces.”

We are carrying that responsibility forward by asking ourselves: **What conditions would have to change to end sexual violence?**

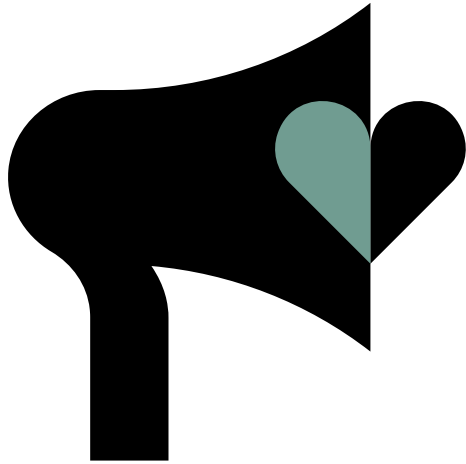
Our work exploring alternatives to the criminal legal system asks what accountability could look like when survivors do not want, or cannot find justice through, traditional systems. Our Meaningful Inclusion work asks what would change if trans, Two-Spirit and non-binary survivors were not simply “included” in anti-violence organizations, but were considered when those organizations were built. And our Integrated Sexual Assault Clinic asks what healthcare could look like if post-assault care began with the needs of survivors rather than the needs of institutions.



Presenting the Meaningful Inclusion Blueprint at Western University GBV Conference

The work of shifting society is slow, steady, and sustained. Change happens because we keep speaking about sexual violence after the headline passes. We create spaces where people can move from needing to have all the answers into curiosity, shift from silence and shame into conversation, and build the tools to share awareness and take action in their own lives.

We continue to believe that supporting survivors and shifting society are not two separate promises; **one cannot exist without the other.**



Volunteer Program

Before Salal had counselling offices, a Healing Hub, Victim Services workers or an Integrated Sexual Assault Clinic, there was a phone.

Our organization began more than four decades ago because a small group of feminists understood that survivors needed somewhere to call and someone willing to answer

.That act of community care became Salal's first program, and our Volunteer Program remains the backbone of the organization today.

At its heart, the program is an expression of **mutual aid**: people learning how to care for one another, bringing their own experiences and knowledge into community, and making a commitment to show up when someone else needs support.

This year, 21 people entered Salal's 12-week Volunteer Training Program. What happened across those weeks was much bigger than learning how to answer a Crisis Line call. Volunteers came into the room carrying different histories, identities, politics, experiences and ways of understanding the world. Training asked them to stay open and curious while examining rape culture, colonization, racism, white supremacy, ableism, queer and trans oppression, gender-based violence and the many ways power shapes experiences of sexual violence. Salal's current training model involves 104 hours of training; a substantial commitment before a volunteer answers their first call.



Volunteers at National Day of Remembrance and Action on Violence Against Women

*Salal volunteers at
the Dyke March*



Volunteers learned skills and built their capacity, learned from one another and shared their wisdom and lived experiences.

There were moments when someone heard something that confirmed what they had understood for years. Other moments required people to reconsider assumptions or recognize something they had never seen before. Volunteers asked difficult questions, stayed with discomfort, challenged each other with care and validated one another's experiences.

This programming prompted volunteers to consider perspectives different from their own. That may be one of the most important outcomes of the program. We are not training people simply to repeat the right words to survivors. We are inviting people into a way of understanding sexual violence and into a community with a deep desire for doing something about it.

For some volunteers, the training also becomes part of their own healing. In learning alongside others, experiences they carried privately may be placed within a broader understanding of power, oppression and resistance. People now have shared language for things they have lived through. They see their own wisdom reflected back by a room of

people who understand. And then something beautiful happens: they take that learning with them.

They bring it to the Crisis Line. They bring it into Support Circles. They bring it to community events, marches and outreach tables.

But they also bring it home.

Into conversations with partners and friends. Into the way they raise children. Into workplaces and classrooms. Into the way they respond when someone discloses. Into the boundaries they set in their own lives. Into the questions they are now willing to ask.

Every volunteer carries something from Salal back into a community.

That is the ripple effect of mutual aid.

It is also what makes this program so central to both sides of our mission.



Every volunteer
carries
something
from Salal
back into a
community.

Volunteers **support survivors** directly, ensuring that someone is available on the Crisis Line after staff go home, during Support Circles when someone might need a tender place to land, and connecting with people in community. The Volunteer Program is one of the reasons Salal can continue offering support around the clock. Our current program model places volunteers on after-hours Crisis Line coverage and extends their involvement into groups and community outreach.

And volunteers **shift society** by carrying everything they have learned beyond the walls of Salal.

This has always been part of the program's power. More than a decade ago, Salal's annual report described volunteers as an interconnected network contributing not only to the Crisis Line but to outreach, community activity and the wider movement to end sexual violence. The years have gone by, the communities we serve have grown, and our understanding of gender, power and violence has deepened.

But that original idea remains after all these years: people can learn together and care for each other. And when knowledge and care move through a community, change does not stop at the end of a volunteer shift.

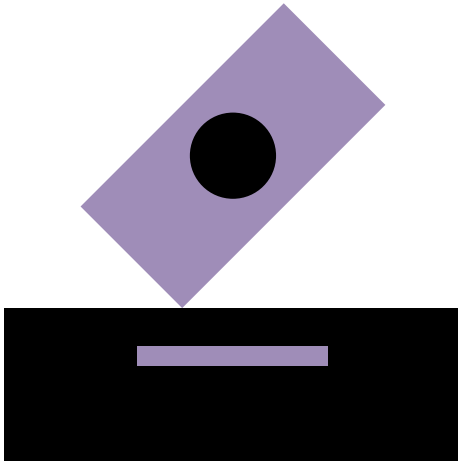
This year, our volunteers made that commitment real by giving 4500 hours of their time to training, Crisis Line coverage, Support Circles, meetings, outreach, debriefing and community care, and answered 1665 calls from survivors and community members who needed someone on the other end of the phone.

Those numbers matter.

But what they make possible matters more. Every answered call means someone was there. Every Support Circle means community could gather. Every outreach event means someone who had never heard of Salal may now know where to turn.

And every volunteer who leaves this program seeing the world a little differently carries that possibility somewhere else.

From one phone to a community spread across the world, the Volunteer Program reminds us that Salal has always been built by community.



Fund Development and Communications Program

There is a simple truth underneath every program in this report:

We can only promise survivors that we will keep showing up if a community makes it possible for us to stay.

Fund Development and Communications is the work of building and tending that community.

It means helping people understand why a 24-hour Crisis Line matters even on the night they never need to call it. Why a Support Circle needs to happen next week and the week after that. Why survivor-centred advocacy must continue even when sexual violence is no longer dominating the news cycle.

And increasingly, it means inviting people to understand that supporting Salal is not simply about funding services.

It is about investing in the kind of community we believe survivors deserve.

This year, our supporters showed us what that can look like.

When we launched a campaign to help build Salal's Integrated Sexual Assault Clinic, our goal was \$24,500.

Our community gave \$57,995.

The numbers are extraordinary, but what stays with us is what the campaign represented.

People **saw** the possibility.



Top: Nurses Union donation

Bottom: Third Party Fundraiser for Salal during Pride



They understood that survivors should have another option after sexual assault; one outside the traditional emergency department, in a community setting built intentionally around dignity and choice. Foundations, long-time supporters, new donors, volunteers and the people in their lives came together around that vision.

The campaign did more than finance construction, **It turned a community-held idea into something survivors will soon be able to walk into.** That is what we want fundraising at Salal to feel like. Not a transaction between an organization and a donor, but an invitation into the work.

Communications are part of that invitation too.

Throughout the year, we continued creating ways for people to understand both Salal and the conditions that make our work necessary. Our redesigned website created a clearer home for survivors looking for support and for community members looking to learn, act or contribute. Across our communications, some of the strongest engagement continued to come when we spoke directly about rape culture, survivor rights and the systemic realities underlying sexual violence.

That matters to us because Salal's communications should do more than promote Salal.

They should help people see sexual violence differently.

Our Strategic Plan describes this as **making the invisible visible**, helping people recognize the often unseen ways sexual violence shapes our communities and understand that everyone has a role in changing those conditions. It also calls us toward donor relationships rooted in storytelling, reciprocity and long-term trust.

Those directions feel particularly important in an uncertain funding environment.

Our Environmental Scan leading up to our strategic plan heard concerns about the sustainability of survivor services and called for greater diversity in funding, stronger philanthropy and long-term donor cultivation. Our work ahead is therefore not simply to raise more money.

It is to build a broader and deeper community around Salal, a community that understands why this work matters. A community willing to acknowledge the reality about sexual violence and that can help sustain services through political and economic uncertainty, and that sees

itself not as standing outside Salal looking in, but as part of what makes this work possible.

There is a direct line between that community and everything else in this report.

When a donor chooses to give monthly, a survivor does not see a monthly donation, they experience a Crisis Line that is still open, a counsellor who is still there, a Support Circle that gathers again. That is the impact we want to make visible. To everyone who chose to invest in Salal this year—through a donation, a grant, a fundraiser, a partnership, sharing our work or introducing someone else to it—thank you.

Consistency requires community. You are part of ours.



When a donor chooses to give monthly, a survivor does not see a monthly donation. They experience a service that is still there when they need it.



Capacity Building & Operations

Much of what makes Salal reliable is intentionally difficult to see.

A survivor walking into the Healing Hub should not have to think about the systems that protect their privacy, the scheduling that keeps a service covered, the technology that allows a worker to find the information they need, the maintenance that keeps a room welcoming, or the countless operational decisions that happened before they arrived.

Survivors should simply experience a place that is ready for them.

That readiness is the work of capacity building and operations.

If consistency and reliability is care, then operations are part of how that care becomes possible.

It is the work underneath the Crisis Line that allows someone to answer at night. It is ensuring a counselling room is ready when a survivor arrives. It is maintaining systems that allow teams to communicate

and services to connect. It is thinking about accessibility, safety, technology, records, policies, schedules, equipment and the physical environment; not as administrative tasks removed from our mission, but as part of how we live it. This year, one of the clearest expressions of that work was the continued evolution of our Healing Hub.

When we opened the space, we described it as the culmination of decades of imagining what sexual assault services could look and feel like when designed with survivors at the center. The Hub was intentionally built with all-gender washrooms, Indigenous healing spaces, Crisis Line pods, flexible work areas, a sensory room, a police reporting room and multipurpose community space.

But a building does not become a healing space simply because it has been designed well. It becomes one through how it is used.

This year, that began to happen in deeper ways.

**Reliability is not
created in the
moment someone
asks for help. It is
built long before
they arrive.**

We invited community partners into the Hub; not only to tour it, but to use it. Organizations held programming and gatherings in our rooms. Relationships developed. Opportunities for warm referrals grew. At a time when many community organizations are navigating funding cuts, service reductions and closures, sharing space has offered another way of thinking about capacity: rather than each organization trying to build everything on its own, we can draw on what already exists across our communities.

This is abundance as an operational practice. A room Salal is not using becomes a room a community partner can gather in. A relationship between organizations becomes a warmer referral for a survivor.

A workshop held in the Hub becomes another way for community members to encounter Salal before they ever need our services. And a building originally created to house our programs begins to function as something larger: **community infrastructure for responding to sexual violence.**

Our new Strategic Plan makes that intention explicit, committing Salal to leverage the Healing Hub as a community asset for connection, organizing and care.

We also continued building new forms of survivor-centred infrastructure within the Hub itself.

Our police reporting room became operational this year, creating an alternative for survivors who choose to report but do not want their first step into the criminal legal system to require entering a police station.

Construction began on the Integrated Sexual Assault Clinic, requiring another layer of coordination across physical design, partnerships, operations and survivor-centred practice.

These projects remind us that **values eventually have to become physical.**

If we say survivors deserve privacy, we need rooms that provide it. If we say survivors deserve choice, we need more than one pathway. If we say our services are gender inclusive, the physical environment needs to communicate that before a staff member ever says a word.

If we say community matters, we need **somewhere community can gather.**

Capacity building is the work of closing the distance between what we believe and what people actually experience.

That is also true behind the scenes.

As Salal has grown, our operational systems have needed to grow with us. A larger organization, a 24-hour Crisis Line, multiple accompaniment services, increasing community use of the Hub, a new clinic, more complex data needs and growing partnerships all require stronger infrastructure underneath them. Some of that work is tangible: rooms, equipment, technology and physical accessibility.

Some is procedural: scheduling, documentation, information management, policies, onboarding and clear ways for teams to work across programs.

And some is relational: ensuring staff have places to connect, collaborate, debrief and ask for help.

Our previous year in the Hub showed how physical infrastructure can influence

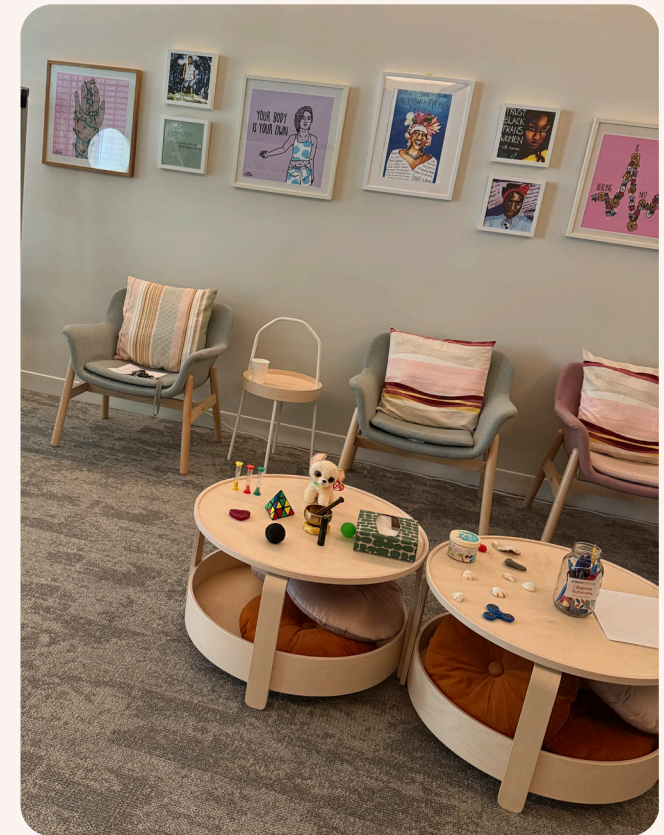
organizational culture as well as service delivery. Dedicated collaborative and quiet work areas allowed staff to work across teams while still having space for focus, and survivor spaces were intentionally designed for grounding, comfort and regulation.

When operations work well, a survivor can feel supported by systems and centered in spaces.

There will always be more to strengthen. Our Strategic Plan now commits us to building adaptive infrastructure, using data and survivor insight more intentionally, and evaluating whether our systems and services are producing the impact we intend.

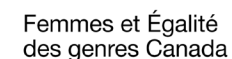
That work may never be the most visible part of our work but it is one of the reasons everything else in this report can happen.

Reliability is not created in the moment someone asks for help. It is built long before they arrive.



Salal's group space

Thank You To Our Generous Donors



2025/2026 Financial Report

Financial Steadiness in a Changing Funding Landscape

Salal entered 2025–2026 in a funding environment characterized by both growing need and considerable uncertainty.

Our financial statements tell that story clearly.

For the year ended March 31, 2026, Salal recorded **\$2.653 million in revenue** and **\$2.708 million in expenses**, resulting in a deficit of **\$55,086**; approximately 2% of annual expenditures. Both revenues and expenses were about 4.5% lower than the previous year, while the annual deficit remained almost unchanged from 2024–2025.

Provincial grants remained Salal's largest revenue source at approximately **59% of total revenue**, but provincial funding declined modestly and federal grant revenue fell substantially compared with the previous year.

At the same time, community and locally rooted sources grew: donations increased by **approximately 52%**, **foundation revenue by**

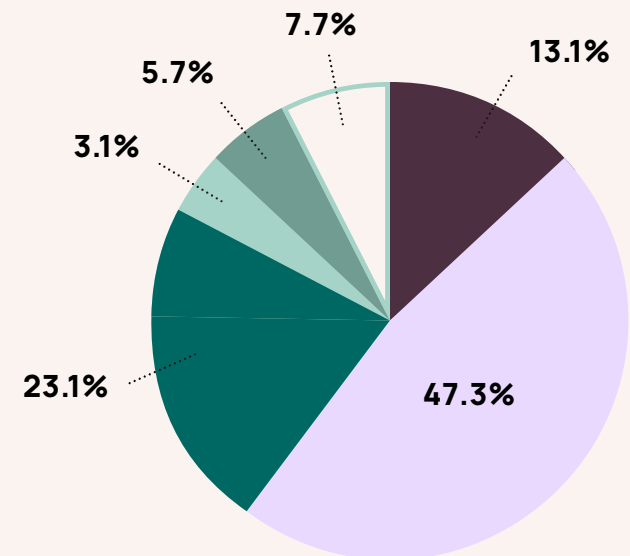
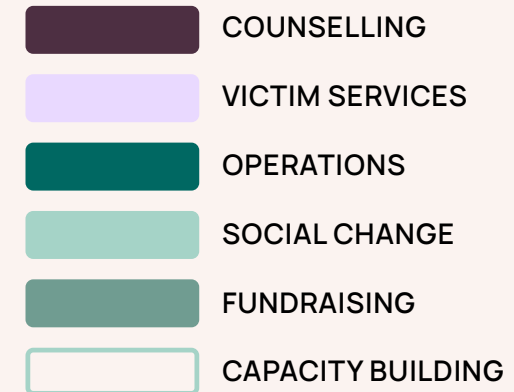
64%, and **municipal grants by 95%**.

That diversification matters. It reflects both the extraordinary response of Salal's supporters this year and the strategic need identified through our Environmental Scan and new Strategic Plan to reduce vulnerability to any single source of funding. The plan now explicitly calls for a more diverse funding ecosystem, deeper donor relationships and adaptive financial infrastructure.

Our largest investment continued to be people. **Wages, benefits and honoraria represented \$2.228 million, or approximately 82% of total expenditures.**

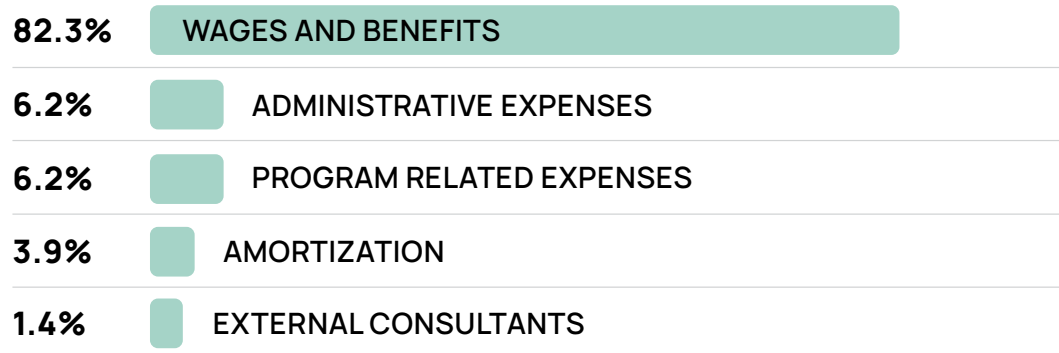
That matters in an organization where care is fundamentally at our core. Our primary infrastructure is not only rooms, technology or equipment; it is skilled people who can answer a call, sit beside a survivor, facilitate a circle, advocate in a system, organize community and sustain relationships over time.

Expenses by Program

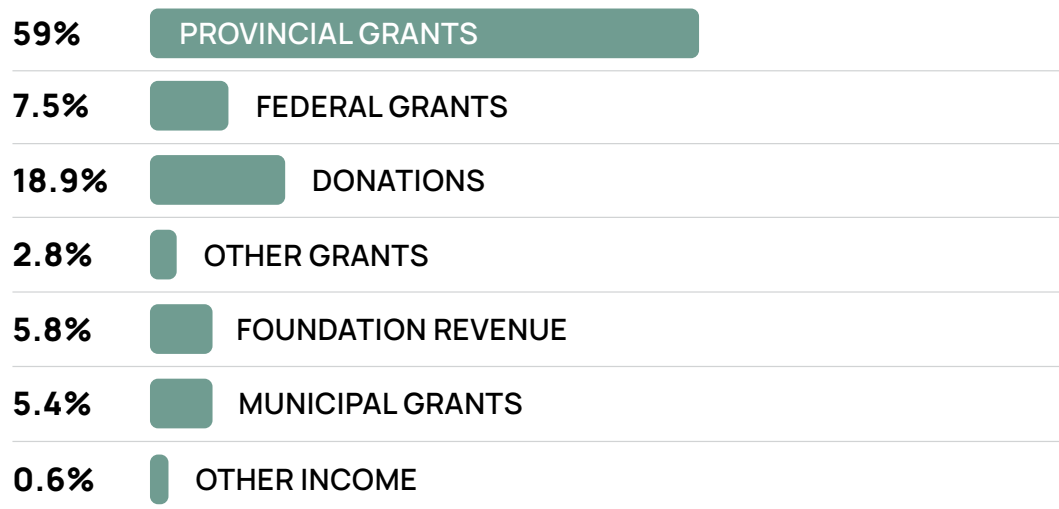


2025/2026 Financial Report

Summary of Expenses



Summary of Revenue



Salal ended the year with **\$2.023 million in total assets**, including \$938,438 in cash and \$179,775 in internally restricted investments. The Board has designated those restricted investments toward operating-cost protection.

It is important, however, not to interpret the cash balance as unrestricted surplus. Current liabilities increased significantly during the year, in large part because Salal had received restricted contributions for future project expenses. Deferred contributions alone increased to **\$368,566** on March 31, 2026.

Our financial position therefore reflects both strength and pressure: growing community support and greater diversification alongside continued dependence on public funding, restricted project revenue and the ongoing costs of maintaining accessible, 24-hour, survivor-centred services.

Our goals for the next 4 years is building enough resilience, diversity and trust that Salal can continue making decisions from our values.

2025/2026 At A Glance

Salal was strengthened
by the dedication of:

40 volunteers
8 board members



Crisis line staff and
volunteers received

6924

calls on our 24-hour Crisis
& Information Line



connected with
survivors

857

times through online
chat and text support

138

survivors started
services in the
Victim Services
Program



77

survivors
accompanied to
the hospital for post-
assault medical care.



18 survivors supported as they reported their
assault to police.

17 survivors assisted in making an anonymous
Third Party Report.

7 survivors supported through court.

TOGETHER, WE'RE BUILDING A COMMUNITY OF CARE FOR SURVIVORS.

52 survivors
received care and
connection through
counselling, and
44 survivors were
triaged.

**19 Two-Spirit,
trans & non-binary
survivors** and
**18 Indigenous
survivors** received
support.

1407 one-to-
one counselling
sessions provided.

101 new survivors
supported by
counselling and
support circles.

109 crisis sessions
held offering
immediate support

168.75 hours of
shared healing in
Support Circles.

31

outreach
activities

20,309

people engaged in
digital spaces.

1,011

donations were made in
solidarity with survivors.

364

committed monthly donors
provided reliable support.

Leadership Team

Dalya Israel (she/her)

Executive Director/Acting Manager of
Counselling and Clinical Supervision

Zahra Lalji (she/her)

Manager of Counseling Program
& Clinical Supervision (on leave)

Anna Paryano (she/her)

Manager of People & Culture

Ellie Hughes (she/her)

Manager of Social Change

Izabela Krekora (she/her)

Manager of Fund Development &
Communications

Kylie Shaw (she/her)

Acting Manager of Victim Services
& Volunteer Program

Board of Directors

Arnima Singh (she/her)

Board Chair

Michaela Konken (she/her)

Past Board Chair

Benedicta Bawo (she/her)

Secretary

Gillian Hollett (she/her)

Treasurer

Alla Shishkov (she/her)

Member at Large

Lisa Eccles (she/her)

Member at Large

Nic Johnson (she/her)

Member at Large

Raji Mangat (she/her)

Member at Large



Supporting Survivors, Shifting Society.

24 HOUR CRISIS & INFORMATION LINE

604-255-6344 or 1-877-392-7583

SALALSVC.CA

    @salalsvc

in @salalsexualviolencesupportcentre

