PREVENT·ACT·SUPPORT

STRATEGIC PLAN
2018-2021

Developed by
Board Strategic Planning Committee
May 2018
Added to by Staff September 2018
AIDS VANCOUVER
AIDS Vancouver was founded in 1983 as the first AIDS service organization in Canada as a community response to an emerging disease that was starting to infect and affect local communities in Vancouver, specifically gay men. From our beginning, AIDS Vancouver evolved with the progression of the HIV/AIDS epidemic. Today, AIDS Vancouver is an organization that is moving forward with a new and exciting plan leading Vancouver’s response to HIV/AIDS.

Vision
AIDS Vancouver strives to create a future without HIV.

Mission Statement
AIDS Vancouver exists to alleviate individual and collective vulnerability to the changing face of HIV through support, public education, and community based research.

Our Core Values
We believe:
➢ …in promoting an awareness of healthy living
➢ …in being a leader in developing and nurturing community partnerships
➢ …in the respect of diversity, privacy, confidentiality and dignity
➢ …in the involvement of volunteers in the organization
➢ …all individuals should be empowered to determine the direction of their own lives

Strategic Intent
PREVENT·ACT·SUPPORT

PROGRAM GOALS

1. Communications:
   AIDS Vancouver believes that a strong, coherent message is essential to informing and educating the public about its work, advertising its services, and developing partnerships to strengthen programming outcomes. AIDS Vancouver will utilize innovative and changing technologies and platforms to reach its audience.

   **Key Strategic Goal:** AIDS Vancouver achieves greater public awareness, strengthens reputation, stakeholder confidence and builds great community partnerships utilizing innovative platforms.

   **Key Strategic Objectives:**
   Develop a Communications Plan for the organization
   Organizational Rebranding

   **Key Strategic Strategies:**
   Undertake an online, social media communications survey on our social media usage
   Increase our overall social media presence
   Implement an “AIDS is not Dead” Campaign
2. **Fund Development:**

AIDS Vancouver believes that the best path toward financial sustainability is the diversification of its revenue streams. AIDS Vancouver believes that the stewardship of past supporters and donors is imperative to its future success.

**Key Strategic Goal:** AIDS Vancouver expands its fund development capacity to further achieve its mission towards greater financial diversity. AIDS Vancouver recognizes its success in this effort though strong stewardship of its patrons.

**Key Strategic Objectives:**
- Increase new funding initiatives
- Continue to expand on existing funding sources
- We will continue to maintain a strong and stable balance sheet and balanced/surplus budgets.

**Key Strategic Strategies:**
- Continue to implement the Fund Development Strategy and identify new and ongoing funding needs of the Agency’s Programs and Services
- Focus on Donor Recognition and Stewardship
- Implement a Planned Giving Program
- Continue to implement the Financial Management Plan including a measurement plan and a risk management plan to ensure the financial health of the organization

3. **Programs & Services:**

AIDS Vancouver continues to serve a diverse population of clients. In order to meet the changing landscape of client needs, AIDS Vancouver will need to create goals that assess current service levels, identify opportunities, and clearly prioritize programs and services using an outcome-based approach.

**Key Strategic Goal:** AIDS Vancouver provides inclusive quality programs to those it serves, reflecting the changing face of HIV.

**Harm Reduction Program:**

**Key Strategic Objectives:**
- Create and Implement a Harm Reduction Program that increases our Harm Reduction reach into the community

**Key Strategic Strategies:**
- Create a Harm Reduction Policy and Procedure
- Create a Harm Reduction Program Plan
- Apply for funding for the Harm Reduction Program
- Create and implement Peer led Naloxone Training Sessions
- Continue to train all staff and volunteers on Naloxone Training
- Create and implement a Drug Testing Outreach Program

**Health Promotion Case Management Program:**

**Key Strategic Objectives:**
- Outreach to the highest risk communities in inclusive ways
- Provide HIV Education and access to effective prevention tools
**Key Strategic Strategies:**
Create and offer Indigenous cultural opportunities for clients
Building capacity in clients to provide peer support
Programming and support for sex worker communities
Build new relationships to outreach new comers to the region
Social determinants of health (physical, mental, cultural, spiritual)
Community based research opportunities
Communication and collaboration with existing and new community partners
Utilization of “group” settings for providing mental health support for clients
Build on the continuum of substance related HIV risk by facilitating pathways to treatment

**Community Case Management Program:**
**Key Strategic Objectives:**
Reduce stigma
Create an inclusive environment

**Key Strategic Strategies:**
Offer low barrier services
Advocate for competent HIV healthcare
Create and offer Indigenous cultural opportunities for clients

**Support Programs:**

**Grocery Program:**
**Key Strategic Objectives:**
Increase in-kind donations and funding for grocery
Offer visible inclusiveness in grocery program
Increase program awareness to stakeholders and potential donors

**Key Strategic Strategies:**
Client consultation on food preferences.
Client recommendations in grocery planning and distribution.
New food items to cover preferences from all demographic groups.
Volunteering from clients in all aspects of grocery.
Identify and target potential donors to improve programs awareness and funding.

**Education Programs:**
**The New Face of HIV/Undetectable=Untransmittable:**
**Key Strategic Objective:**
Create Community around Undetectable Campaign
Develop an U=U Strategy

**Key Strategic Strategies:**
Implement a U=U Campaign
Create inclusive facilitation around Undetectable movement
Create peer based supportive facilitation

Utilize and create resources around HIV aging and Undetectable populations

**Educate 2 Empower:**

**Key Strategic Objectives:**
Outreach HIV information to community
Create dialogue in community around related HIV topics

**Key Strategic Strategies:**
Create network of community educators
Develop plan for marketing modules
Outreach modules to diverse communities

**HIV Online Helpline:**

**Key Strategic Objectives:**
Share information for public around HIV prevention
Provide accurate HIV information in an online medium

**Key Strategic Strategies:**
Explore national and international funding
Evaluate Helpline as prevention tool
Create geo-specific referral tool

**Community Outreach:**

**Key Strategic Objectives:**
Provide support for HIV positive individuals
Provide social support through volunteerism

**Key Strategic Strategies:**
Outsource training opportunities for volunteer growth
Connect with Positive Seniors for volunteerism
Develop Fund to support social based referral

**Volunteer Resources:**

**Key Strategic Objective:**
Create greater capacity of agency by volunteer engagement
Community involvement
**Key Strategic Strategies:**

Create social media recognition campaign

Support different volunteer platforms

Invest in new volunteer data base

Recruit senior and diverse populations for volunteer partnerships