

Strategic Plan

ENVISION

2010 to 2015

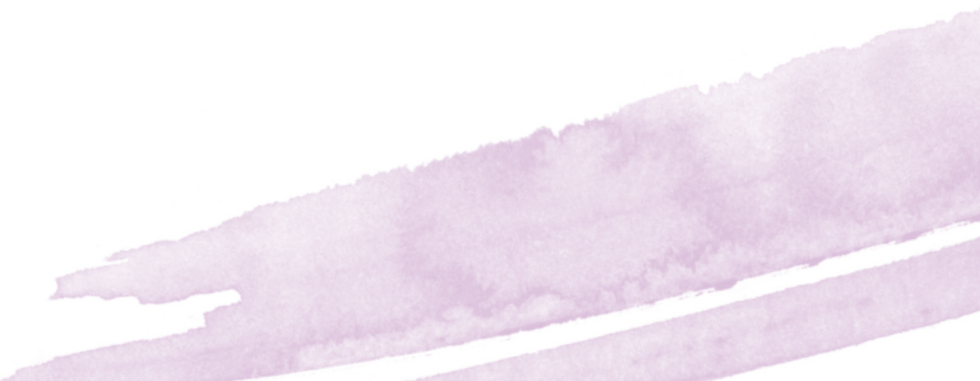


AIDS Committee of Ottawa
Le comité du sida d'Ottawa



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Executive Summary

In our 25th year of dedicated service to people living with, affected by, impacted by and at risk of contracting HIV/AIDS, The AIDS Committee of Ottawa (ACO) is ready and committed to take some important next steps to secure its future. ACO engaged in an inclusive and transparent process to develop ENVISION our 2010 – 2015 Strategic Plan and re-design our organizational Vision, Mission and Values. This process was driven by the Strategic Planning Committee comprised of Board and Staff members and informed through an extensive collaborative approach with our participants, community and stakeholders.

During the process we carefully considered the environment ACO operates in, including looking at emerging community issues, relevant demographics, sectoral trends and current public policy affecting our community, allowing us to arrive at strategic directions that are timely, responsive and achievable ultimately furthering our Vision. An important ongoing challenge that was also considered is the reality of the finite level of financial and human resources ACO has at its disposal. Throughout the planning process we kept a close eye on the reality of our capacity in relation to the need and demand for services.

Building on our previous successes and learning from our challenges, the following four strategic directions will guide the work of ACO over the next five years:

1. Strengthen and Re-Align our Programs and Services
2. Raise Awareness About HIV/AIDS
3. Enhance our Public Image and Profile
4. Secure Our Financial Future

ACO will ensure its continued viability by sharpening its focus – securing its financial future, enhancing programs and services, renewing its public image, and raising awareness about HIV/AIDS. With ENVISION, we attempt to honour where we've been and forge a clear vision of where we need to go.

The identified strategic directions have been incorporated into a five year operational work plan to be monitored by the Board of Directors. The Board of Directors will review the progress of each strategic direction on a bi-annual basis, reporting back to the membership at Annual General Meetings. ACO will continue to serve our community strongly and proudly articulating a new vision of HIV/AIDS service in Ottawa.



Randolph Shannon
Co-Chairs, ACO Board of Directors



Lesley Gittings
Co-Chairs, ACO Board of Directors

Our Strategic Planning Process

In October of 2009, under the direction of the Strategic Planning Committee, ACO initiated a planning process to undertake the development of a strategic plan for the next five years. The process was an inclusive and collaborative effort and included significant stakeholder engagement strategies. Relevant data was gathered from a variety of sources. An environmental scan and SWOT analysis process was conducted during January, February and March of 2010. This included interviews and focus groups with individuals inside and outside of ACO as well as information gathered through a review of internal documents and research conducted by the consultants.

Ten key informants were interviewed on the phone, and 13 focus groups were held, including communities of people living with HIV/AIDS, different communities who engage with ACO, people who are living with, affected by, impacted by HIV/AIDS, people at risk, volunteers, staff and board members. Key informants and focus group participants were asked a series of standard questions in English and French. A total of 80 participants attended the focus groups. In addition an online survey was conducted in both official languages, generating 63 responses. Of the online respondents 22% were volunteers, 19% were participants, 53% were community members, 3% were board members and 3% were staff.

A strategic planning day for internal stakeholders was held in April of 2010 to determine the organization's strategic directions. In May 2010 the Strategic Plan ENVISION was drafted and in June 2010 was approved by the ACO Board of Directors. Following approval of ENVISION the staff team of ACO developed a five year operational work plan to support the implementation of the Strategic Directions.



Throughout the planning process we were guided and grounded by our strong organizational values and commitment that people living with HIV/AIDS be at the centre of everything we do.

Our Vision, Mission and Values

An important part of our work in this planning cycle included re-designing our foundational statements to effectively focus our work. Throughout this process, we consulted extensively with participants and community partners on what kinds of values ACO stands for. It was a challenging, thorough and engaging process. We proudly present the AIDS Committee of Ottawa's new Vision, Mission and Values.

Vision

A world in which the human rights and dignity of people living with, affected by, impacted by and at risk of HIV/AIDS, are respected and realized; and where societal attitudes, laws and policies facilitate HIV prevention efforts, holistic care, treatment and support.



Mission

To provide support, prevention, education and outreach services from an integrated anti-racism anti-oppression social justice framework that promotes the holistic wellbeing of those living with, affected by, impacted by and at risk of HIV/AIDS in Ottawa.



Values

ACO is a learning organization that operates within an integrated anti-racism anti-oppression social justice framework. We achieve our mission through the following values:

Accountability

Meaningful Involvement of People with HIV/AIDS (MIPA)

Health Promotion

- Harm Reduction
- Sex Positivity
- Client-centered holistic approach to health
- Self determination

Community Engagement

- Collaboration and Partnerships
- Volunteerism



Strategic Directions

ENVISION our Strategic Plan for 2010 – 2015 honours our past and outlines where we are going. The following four strategic directions will guide ACO's priorities over the next five years:

1. Strengthen and Re-Align our Programs and Services

ACO is committed to delivering high quality HIV/AIDS programs and services that are responsive and meet the needs of people living with, affected by, impacted by and at risk of HIV/AIDS from many communities. To better deliver on this commitment, we will enhance our understanding of the results of our work, factor in research, and measure the impact we are having.

Strategies

ACO will continue to use research and epidemiological data to drive programming directions, refine the programs and services offered and prioritize the needs of people living with, affected by, impacted by and at risk of HIV/AIDS. We will develop and implement effective participatory methods of evaluation for our programs and services. We will examine what we do, how well we do it and what difference we are making in the lives of the people we serve. We will use the results of our evaluation efforts to improve the quality of our work and determine the scope of services that can be delivered given our capacity.

2. Raise Awareness About HIV/AIDS

Central to our mission is raising awareness of HIV/AIDS and ensuring that the issues of people living with, affected by, impacted by and at risk of HIV/AIDS are at the forefront of the public health agenda in Ottawa. It is critical that we cast a broad net of information across the community, increasing awareness and coordination among health care and social service providers, researchers and community members.

Strategies

ACO will evaluate past and current awareness programs and build on our successes. Utilizing a health promotion approach we will facilitate community engagement and conduct strategic education and training. ACO will also invest in building the capacity of our volunteer pool to take our message out into their respective communities. We will develop collateral materials and use social marketing strategies.

3. Enhance our Public Image and Profile

ACO is a creative and innovative AIDS Service Organization guided by strong values, and this will not change. We respect and understand that to have the most impact and realize our mission we need to do a better job at communicating who we really are, what we do and why. We need to extend our reach and ability to affect change, emerging as the central place for HIV/AIDS information, education and support in Ottawa.

Strategies

ACO will develop a marketing, outreach and communication plan that will include refreshing our brand. We will harness the power of social media to reach new audiences and disseminate key messages. We will strengthen our existing partnerships, cultivate new ones and mend collaborative fences to advance our mission.



4. Secure Our Financial Future

ACO will need to prioritize diversifying and increasing its revenue. We will actively engage volunteers and supporters and step up our fundraising efforts. It will be important for us to also explore non-traditional revenue sources that provide opportunities for our participants and revenue for ACO.

Strategies

We will develop a five year fund development plan that will identify current and potential funders and partners in the public and private sector. We will harness the talents of our volunteers in the creation of a Fund Development Committee. We will explore the feasibility of engaging in social enterprise and micro-finance opportunities.

Acknowledgements

ENVISION the AIDS Committee of Ottawa's 2010 – 2015 Strategic Plan could not have been developed without the active participation of our funders, community partners, key stakeholders, volunteers, participants as well as the ACO staff and Board of Directors. We would like to thank everyone who participated in this process and provided their time, thoughts and reflection on the important work of ACO.

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Special thanks go out to the Strategic Planning Committee members who spent many hours making ENVISION a reality. Your commitment and expertise is greatly appreciated.

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Join Us/Contact Us

The AIDS Committee of Ottawa benefits from the strength and diversity of its members. We are committed to working from an integrated anti-racism anti-oppression framework and seek to accurately reflect the ethno-racial, sexual orientation, gender, gender identity, ability, class, age and religious diversity of our region. If you or your organization requires information or support around issues of HIV and AIDS or would like to be a part of the solution please contact us.

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